

# TENTERFIELD SHIRE COUNCIL

## LONG TERM FINANCIAL PLAN 2024 - 2034

UPDATED 2024

ADOPTED XX XXXX 2024

RESOLUTION NUMBER XXX/24



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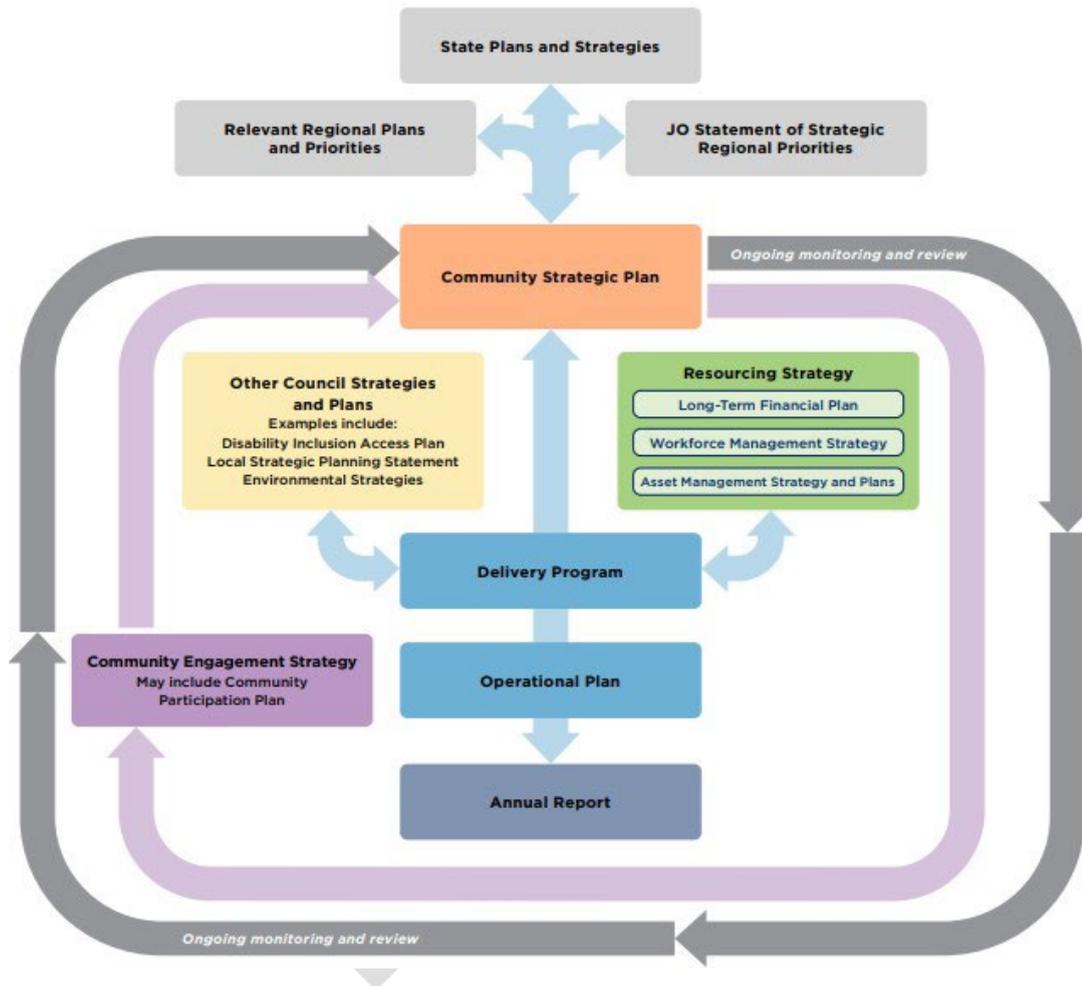
## Version Control



Version	Date	Modified by	Details
V2	13/02/2017	GM	Revised (Draft) LTFP
V2.1	12/04/2017	Council	Adoption of Long-Term Financial Plan(Res No. 40/17)
V3	23/03/2022	GM	Revised (Draft) LTFP
V4	18/05/2022	GM	Final (Draft) LTFP
V5	20/03/2024	GM	Draft LTFP (Res No. xx/24)

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

This Long-Term Financial Plan (LTFP) makes up one of three parts of Council's **Resourcing Strategy** as required under the NSW Local Government **Integrated Planning and Reporting framework**:



**Figure 1: Integrated Planning & Reporting Framework**

The Integrated Planning Framework encourages and supports the implementation and review of plans relating to the Financial, Asset and Workforce contributions to Tenterfield Shire Council. Through sound financial planning, strategic asset management and the development of a strong and diverse workforce, the Council can continue to address and improve its long-term sustainability and deliver the outcomes desired by the community.

The Resourcing Strategy informs, influences, and ultimately reflects Council's Community Strategic Plan which outlines the needs and aspirations of the people of Tenterfield Shire both now and into the future. Accordingly, all of the plans contained within the Resourcing Strategy provide key input in shaping both the Delivery Program (4 years) and Operational Plans (annual) of Council.

## **INTRODUCTION**

This Long-Term Financial Plan has been prepared to:

- Confirm and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders; and
- Guide the preparation of Council's Annual Budget and Delivery Program within the context of long-term financial sustainability.

The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Tenterfield Shire Council area.

The Plan provides direction for future service planning and is a critical tool in identifying, leveraging and managing Council's key strengths, risks and opportunities with regard to Council's ongoing capacity and long-term financial stability. It also provides a prudent and sustainable financial framework for the longer term from which Council will develop its Operating and Delivery Programs.

The Plan is not a static document and will be reviewed annually as part of Council's strategic planning and budget process to ensure it remains reflective of the prevailing internal and external environment.

## **AIM OF THIS PLAN**

- Establish a long-term financial direction encompassing appropriate performance measures against which Council's strategies, policies, plans and financial performance can be measured.
- Establish a robust and prudent financial framework, to which strategies can be integrated to achieve planned outcomes.
- Assist in eliminating strategic financial risks and identify Council's financial strengths and opportunities to be leveraged.
- Ensure that Council complies with sound financial management principles, as required by legislation, and adopted plans for the long-term financial sustainability of Council.

## **BACKGROUND**

Like the majority of Councils in NSW, Tenterfield Shire Council faces a major challenge in funding its ongoing services whilst simultaneously maintaining and replacing its community assets in a manner in which to ensure their capacity into the future, whilst at the same time ensuring that rates remain at an equitable and affordable level throughout the community.

The growth in the cost of labour and materials, increasing demand for services and the shifting of costs from other levels of government, all combine with a legislative cap on revenue generated from rates, (rate pegging), to create a challenging financial environment to work within.

At the core of Tenterfield Shire Council's future financial sustainability will be the ability to adapt and respond to the challenges we face in delivering services more

efficiently, provide increasing operational productivity and developing opportunities to generate additional revenue sources, including Special Rate Variations where there is no reasonable alternative options.

Tenterfield Shire Council applied to IPART to increase its general income through a permanent SV of 43% per year (including the rate peg) for 2 years from 2023-24 to 2024-25, which is a cumulative increase of 104.49%.

Based on IPART's assessment of the council's application against the OLG Guidelines and consideration of stakeholder submissions, Council was approved a 1-year permanent SV of 43% instead. This resulted in Council raising an additional \$1.9 million in rates revenue (above the actual rate peg of 4.2%) in 2023-24. The council will permanently retain this increased income in its rate base.

The Long Term Financial Planning document incorporates the approved 43% in the plan.

Long Term Financial Planning (LTFP) is vital for informing Council, our community and other stakeholders about the long-term financial position and sustainability of our organisation. The aim of our Plan is not only to ensure the financial sustainability of Council over the longer term, but also to provide for the appropriate maintenance and replacement of Council's assets into the future.

The Long-Term Financial Plan will provide but not be limited to the following key benefits:

- It provides an indication of the future financial position and performance of Council;
- A projection of the holistic long-term costs of decisions to fully inform debate and ultimately strategic decision making;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks in adopting future strategic directions;
- The capability for Council and the community to test the outcomes of scenarios resulting from different policy settings and service levels;
- A mechanism to test the robustness and sensitivity of key assumptions underpinning a range of strategic planning alternatives; and
- A vital contribution to the development of Council's Asset Management Strategy and all of Council's plans.

### **CURRENT FINANCIAL POSITION**

The audited Financial Statements at the 30 June 2023 showed cash and investments of **\$34.891 million**, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totaling **\$28.078 million**, and Unrestricted cash reserves of **positive \$1.313 million**. The cause of this positive unrestricted cash position was due to timing of the advance payment of Financial Assistance Grant in FY 2022/2023 relating to FY 2023/2024. Other contributing factors such as increase in investment revenue and reduction in payroll related employee cost resulted in a positive unrestricted cash.

Whilst Councils audited financial statements note that Council's current financial position is sound, Councils general fund is under immense pressure and without serious attention in the immediate future through reduced services levels or increased revenue (most likely from an SRV), Council will not remain in a sound financial position.

As at 30 June 2023 Council did not meet the own source operating revenue ratio. This ratio measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60%. Council achieved 24.2%.

Councils Water and Sewer funds are in better shape however the Water fund also requires attention for long-term sustainability. The operating result forecasts can be seen in detail financial tables.

The key performance measures upon which Council is measured are as follows from the 2022/2023 audited financial statements:

Ratio	Measure	Target
Operating Performance Ratio	16.6	>0
Unrestricted Current Ratio	2.70	>1.5:1 is considered healthy
Debt Service Cover Ratio	8.3	>2.0 is considered healthy
Own Source Operating Revenue Ratio	24.1%	>60% is considered desirable
Rates & Annual Charges Outstanding Ratio	3.9%	<10% is considered acceptable
Cash Expense Cover Ratio	15.8 months	>3.0 is considered healthy

Having shown the above when you break these ratios down to the individual funds you start to see a truer picture of Councils financial position by fund.

Ratio	Target	General	Water	Sewer
Operating Performance Ratio	>0	16.58%	11.28%	21.98%
Unrestricted Current Ratio	>1.5:1	2.73x	5.28x	17.28x
Debt Service Cover Ratio	>2.0	10.40x	3.57x	6.06x
Own Source Operating Revenue Ratio	>60%	19.29%	27.81%	98.72%
Rates & Annual Charges Outstanding Ratio	<10%	3.21%	N/a	N/a

## MAJOR REVENUE SOURCE

### Rating

Income from rates and annual charges forms a considerable part of Council's total overall revenue, equating to around **17%** of Councils total income for the 2022/2023 financial year (including capital grants and contribution) and **32%** of Councils total operating income (excluding capital grants and contribution). Rating income is generated from four rating categories, being residential, business, farmland, and mining.

With the most recent February 2024 Valuations - Tenterfield Shire Council's rate base consists of approximately 5,190 rateable properties which in 2024/2025 are estimated to supply general rates of approximately \$7.3 million across the four categories. This income constitutes a significant funding source for the delivery of services to the Tenterfield Shire community.

### **REVENUE STRATEGY**

The following items are to be pursued as a strategic means of growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- The complete review of all Business Plans and strategies for Council's commercial business undertakings;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Identify and seek additional grant funding;
- Review Council's Loan Policy;
- A further investigation of expanded opportunities for resource sharing or joint tendering with neighbouring and other regional Councils; and
- Review all developer charges to ensure that income is maximised as much as possible including a user pays philosophy.

### **FINANCIAL PLANNING OBJECTIVES**

The key objective of the Long-Term Financial Plan remains the achievement of financial sustainability across the short, medium, and longer term whilst still achieving Council's broader vision and community goals.

The Financial Plan is based on the following key strategies:

#### *Sustainability*

- Provide spending on infrastructure renewal to ensure that Council's physical assets are maintained to standards that provide functionality and serviceability.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user pays principles.
- New or expansionary community assets to be funded via property development and s64 and s711 developer contributions.

#### *Liquidity*

- Ensure Council has sufficient available cash to meet its debts as and when they fall due.
- Avoid budgets where the liquidity ratios fall below target.
- Strictly adhere to a Nil Borrowing strategy unless of exceptional circumstances whereby utilise loan funds for renewal and replacement capital purposes and to achieve inter-generational equity in the absence of pre-established reserves to fund this expenditure.
- Utilise a range of reserves to smooth cash flow, particularly in relation to large asset classes and unpredictable outlays such as Employee Leave Entitlement and Plant Replacement functions.

## KEY FINANCIAL ASSUMPTIONS

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contain within this plan:

Category	Background	Assumption
Rates	IPART recommended 2.5%	2.5%
User Charges & Fees	Based on average increase to Council's major operating inputs Water Sewer Waste	7% 5% 5%
Interest & Investment Revenue	Average estimated return from prevailing market	2.5%
Grants & Contributions - Operating	Based on recent past index factors	2.0-2.5%
Grants & Contributions - Capital	Based on recent past index factors	0%
Employee Costs	Already established Award conditions plus average historical competency increases for Tenterfield Shire Council	3.5 – 4.0%
Superannuation	Super rate to increase by 0.5% each year for the first 2 years, with no legislative information made available from 2027 onwards.	0.5%
Materials & Contracts	Based on average increase to Council's major operating inputs	5.0 to 12%
Borrowing Costs	Based on average long-term rates and current market quotes (plus access to T-Corp)	Nil Borrowings

## FINANCIAL PERFORMANCE MEASURES

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note G6 of the Local Government Code of Accounting Practice and Financial Reporting.

Council will review the Long-Term Financial Plan each year as part of the development of the annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made compared with the actual results. The outcome will be used to improve the accuracy of the Long-Term Financial Plan over the longer term. The major indicators include:

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's ability to keep operating expenditure at a level at or below operating revenue.	>0%	Operating revenue- Operating expense/Total Operating Revenue
Debt Service Cover Ratio	The availability of operating cash to service debt including interest, principal and lease payments	>2.0x	Operating result less capital grants & contributions excluding interest and depreciation/Principal repayments and borrowing costs
Cash expense cover ratio	This liquidity ratio indicates the number of months a Council can keep paying for its immediate expenses without additional cash flow	>3 months	Current years cash and term deposits/Payments from cash flow of operating and financing activities x 12
Rates & Charges Outstanding percentage	The impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery policy and efforts.	<10%	Outstanding rates and annual charges/Revenue from rates and annual charges collectible
Building & Infrastructure Renewal Ratio	Assess Council's ability to renew its Infrastructure assets compared with the consumption (depreciation) of those assets.	100%	Value of asset renewals/Depreciation expense for the assets

## FINANCIAL PLAN SCENARIOS

In developing this long-term financial plan four scenarios have been modelled. The first scenario is Council's adopted position, the Current Model, and illustrates Council's projected financial performance and position over the next 10 years and the intergenerational equity and long-term holistic sustainability that it provides.

Unfortunately, this scenario demonstrates that under the current model and based on current services levels, Council will experience operating deficits which will need to be addressed to ensure long term financial sustainability.

The second, third and fourth scenarios include a special rate variation that, if approved, would allow Council to work towards long term financial sustainability.

**Note that in all scenarios the Stormwater, Waste, Water and Sewer Fund long-term financial plans remain the same, as a special rates variation would impact the General Fund only. As such, the plans for Stormwater, Waste, Water and Sewer have only been presented in the below pages once as part of the Current LTFP Model (No SRV).**

Scenario Two demonstrates the impacts of an SRV of 6.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 55.40% over seven years.

Scenario Three demonstrates the impacts of an SRV of 8.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 77.01% over seven years.

Scenario Four demonstrates the impacts of an SRV of 10.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 101.16% over seven years.

### 1. Scenario 1: Current Model – No Special Rate Variation

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels. This scenario has been developed to deliver on the community's vision as detailed in the Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

Council's Asset Management Strategy will be updated upon the completion of the revaluation of Infrastructure assets. This will further allow a more accurate expenditure forecast associated with asset maintenance and renewal.

This is Council's adopted financial model and addresses Council's long-term infrastructure and service delivery needs. This is the adopted model upon which Council's Delivery Program (4 years) and Operational Plan (1 year) are constructed giving further detail to the programs and projects to be delivered.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is a deficit of approximately **\$12 million** and demonstrates that Council will need to take immediate action to ensure long term financial sustainability.

**2. Scenario 2: Current Model + SRV of 6.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 55.40% over seven years.**

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels including an SRV to address the yearly \$1.2m forecast operating deficit. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is essentially a balanced budget allowing for essential cash reserve to be set aside for Council operation over ten years.

It is very important to note that this scenario does not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit.

**3. Scenario 3: Current Model + SRV of 8.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 77.01% over seven years.**

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels including an SRV to address the yearly \$1.2m forecast operating deficit. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

Keeping all things constant in this scenario council starts to achieve a balanced budget in 2026/2027 and progresses towards an operating surplus.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is essentially a surplus budget allowing council to set aside reserve for asset renewal and maintenance. Council can further set aside cash reserve to back Plant Replacement Strategy and Employee Leave Entitlements

It is very important to note that this scenario does not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit.

#### **4. Scenario 4: Current Model + SRV of 10.5% (including rate peg) implemented from FY 2025/2026 each year over seven years, accumulative 101.16% over seven years.**

The aim of this financial plan scenario is to present Council's current financial position and demonstrate Council's long term financial sustainability based on current service levels including an SRV to address the yearly \$1.2m forecast operating deficit. This scenario has been developed to deliver on the community's vision as detailed in the new Community Strategic Plan and is integrated with and informed by Council's Asset Management Strategy and Workforce Management Strategy.

Keeping all things constant in this scenario council starts to achieve a balanced budget in 2026/2027 and progresses towards an operating surplus.

The projected result (before capital grants) accumulated across the 10-year period for General Fund is essentially a cash surplus budget allowing council to set aside higher reserve for asset renewal and maintenance. Council can further set aside cash reserve to fully back Plant Replacement Strategy and Employee Leave Entitlements. Further improvements and upgrades to Council's infrastructure condition can be carried out by developing project specific reserves.

It is very important to note that this scenario allows for capacity to deal with some asset backlog, while addressing the current forecast operating deficit.

#### **5. Unknown Shocks**

As mentioned, the above scenarios, (excluding Scenario 4) do not allow for any capacity to deal with any asset backlog or future cost shifting, it purely addresses the current forecast operating deficit, although there may be some opportunities to use the funds for grant matching purposes to maximise future grant opportunities in managing existing assets.

Should any further shocks come to be known, these plans would need to be reviewed to ensure the full implications could be forecast. Examples of unknown shocks would be if the Government's Financial Assistance Grant (FAG) were frozen or reduced or if the rate peg value was significantly lower than the estimated rates and the true inflation rate.

### **RISK ASSESSMENT/ANALYSIS**

The following risk factors have been considered in the development of this Long-Term Financial Plan and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure renewal, replacement and significant on-going asset maintenance being inaccurate;
- Rates increase being lower than anticipated;
- Construction costs being higher than anticipated;
- Utility expenses being higher than estimated;
- Significant fluctuations in the rate of return for investments;
- Workers Compensation insurance costs;
- Further spikes in the payments required to the Defined Benefit Superannuation scheme;
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could potentially impact most on the model, including:

- Further cost shifting from other levels of Government;
- Freezes to the indexation of recurrent operating grants;
- Changes to the taxation regime;
- Changes to the Superannuation Guarantee legislation;
- Forced amalgamation of Councils;
- Natural disasters.

DRAFT

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: No SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,871,000	13,926,647	14,981,067	15,577,224	16,203,174	16,859,119	17,546,203	18,261,562	19,010,232	19,795,658	20,613,599	21,468,040
User Charges & Fees	2,935,000	2,842,874	2,790,278	2,913,567	3,045,657	3,182,650	3,327,104	3,479,153	3,638,936	3,806,606	3,982,320	4,166,227
Other Revenues	805,000	551,201	522,816	535,651	548,917	562,626	576,797	591,448	606,592	622,254	638,451	655,201
Grants & Contributions provided for Operating Purposes	19,727,000	8,692,114	8,963,813	9,115,947	9,275,141	9,438,314	9,605,564	9,776,994	9,952,712	10,132,820	10,317,435	10,506,662
Grants & Contributions provided for Capital Purposes	33,671,000	355,032	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854	90,201	91,581
Interest & Investment Revenue	1,066,000	120,804	1,085,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>70,333,000</b>	<b>26,488,672</b>	<b>28,423,279</b>	<b>29,108,827</b>	<b>30,040,489</b>	<b>31,011,499</b>	<b>32,025,677</b>	<b>33,080,416</b>	<b>34,181,013</b>	<b>35,331,192</b>	<b>36,527,006</b>	<b>37,772,711</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,349,000	9,359,666	8,463,693	8,714,552	8,969,946	9,272,763	9,585,763	9,909,242	10,243,522	10,588,926	10,945,775	11,367,171
Borrowing Costs	963,000	921,019	900,501	854,006	815,087	774,459	729,087	682,986	636,524	583,736	528,701	476,052
Materials & Contracts	11,764,000	4,089,641	7,021,896	6,743,117	6,555,710	6,990,035	7,055,401	7,032,918	7,431,167	7,329,229	7,849,902	7,901,834
Depreciation & Amortisation	8,727,000	9,737,433	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342	7,821,618	7,818,029
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,423,666	2,702,144	2,865,796	3,125,268	3,401,705	3,709,098	4,050,146	4,431,852	4,858,148	5,334,687	5,867,251
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,534,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,127,000</b>	<b>26,812,644</b>	<b>28,138,254</b>	<b>28,235,497</b>	<b>28,546,061</b>	<b>29,435,124</b>	<b>29,994,017</b>	<b>30,447,963</b>	<b>31,365,547</b>	<b>31,690,407</b>	<b>32,850,735</b>	<b>33,809,640</b>
<b>Operating Result from Continuing Operations</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>873,330</b>	<b>1,494,428</b>	<b>1,576,375</b>	<b>2,031,660</b>	<b>2,632,453</b>	<b>2,815,466</b>	<b>3,640,785</b>	<b>3,676,271</b>	<b>3,963,071</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>873,330</b>	<b>1,494,428</b>	<b>1,576,375</b>	<b>2,031,660</b>	<b>2,632,453</b>	<b>2,815,466</b>	<b>3,640,785</b>	<b>3,676,271</b>	<b>3,963,071</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,535,000</b>	<b>(679,004)</b>	<b>204,720</b>	<b>791,892</b>	<b>1,411,828</b>	<b>1,492,585</b>	<b>1,946,651</b>	<b>2,546,194</b>	<b>2,727,925</b>	<b>3,551,931</b>	<b>3,586,070</b>	<b>3,871,490</b>

**Tenterfield Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**

**BALANCE SHEET - CONSOLIDATED**

**Scenario: No SRV**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	34,891,000	31,037,503	33,761,756	35,580,643	37,368,110	39,728,873	41,300,369	44,177,109	47,146,375	50,655,707	54,039,672	57,186,760
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,604,000	2,159,995	2,242,812	2,329,606	2,421,952	2,518,035	2,619,085	2,724,802	2,835,704	2,952,034	3,073,471	3,200,385
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	14,249,000	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>52,965,000</b>	<b>47,613,157</b>	<b>50,470,773</b>	<b>52,373,899</b>	<b>54,245,389</b>	<b>56,711,738</b>	<b>58,388,486</b>	<b>61,373,977</b>	<b>64,463,834</b>	<b>68,088,579</b>	<b>71,604,685</b>	<b>74,881,648</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Infrastructure, Property, Plant & Equipment	581,546,000	580,344,382	577,155,988	575,212,776	573,859,979	572,097,143	571,486,309	570,126,220	568,891,244	567,840,123	567,017,242	566,833,941
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>581,810,000</b>	<b>580,670,249</b>	<b>577,480,472</b>	<b>575,535,877</b>	<b>574,181,697</b>	<b>572,417,478</b>	<b>571,805,261</b>	<b>570,443,789</b>	<b>569,207,430</b>	<b>568,154,926</b>	<b>567,330,662</b>	<b>567,145,978</b>
<b>TOTAL ASSETS</b>	<b>634,775,000</b>	<b>628,283,405</b>	<b>627,951,244</b>	<b>627,909,775</b>	<b>628,427,085</b>	<b>629,129,215</b>	<b>630,193,747</b>	<b>631,817,766</b>	<b>633,671,263</b>	<b>636,243,504</b>	<b>638,935,346</b>	<b>642,027,625</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,877,000	3,580,602	4,068,757	4,139,620	4,189,163	4,384,895	4,535,919	4,694,660	4,940,213	5,092,837	5,387,493	5,638,195
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,716,000	1,794,852	1,743,697	1,717,091	1,691,581	1,666,684	1,642,414	1,618,787	1,604,982	1,634,169	1,664,086	1,694,751
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	950,000	1,054,185	959,056	1,001,151	1,045,080	1,093,883	1,143,548	1,193,716	1,250,355	1,309,003	1,152,158	1,063,066
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	1,678,000	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,515,000</b>	<b>8,836,965</b>	<b>9,178,835</b>	<b>9,265,187</b>	<b>9,333,149</b>	<b>9,552,787</b>	<b>9,729,206</b>	<b>9,914,488</b>	<b>10,202,875</b>	<b>10,443,334</b>	<b>10,611,062</b>	<b>10,803,337</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	20,128,000	19,073,737	18,114,681	17,113,530	16,068,450	14,974,567	13,831,019	12,637,303	11,386,948	10,077,945	8,925,787	7,862,721
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,137,000	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>21,458,000</b>	<b>20,968,412</b>	<b>20,009,356</b>	<b>19,008,205</b>	<b>17,963,125</b>	<b>16,869,242</b>	<b>15,725,694</b>	<b>14,531,978</b>	<b>13,281,623</b>	<b>11,972,620</b>	<b>10,820,462</b>	<b>9,757,396</b>
<b>TOTAL LIABILITIES</b>	<b>35,973,000</b>	<b>29,805,377</b>	<b>29,188,191</b>	<b>28,273,392</b>	<b>27,296,274</b>	<b>26,422,029</b>	<b>25,454,900</b>	<b>24,446,466</b>	<b>23,484,498</b>	<b>22,415,954</b>	<b>21,431,525</b>	<b>20,560,733</b>
<b>Net Assets</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>599,636,383</b>	<b>601,130,811</b>	<b>602,707,186</b>	<b>604,738,846</b>	<b>607,371,299</b>	<b>610,186,765</b>	<b>613,827,550</b>	<b>617,503,821</b>	<b>621,466,892</b>
<b>EQUITY</b>												
Retained Earnings	224,461,000	224,137,028	224,422,053	225,295,383	226,789,811	228,366,186	230,397,846	233,030,299	235,845,765	239,486,550	243,162,821	247,125,892
Revaluation Reserves	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	598,802,000	598,478,028	598,763,053	599,636,383	601,130,811	602,707,186	604,738,846	607,371,299	610,186,765	613,827,550	617,503,821	621,466,892
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>599,636,383</b>	<b>601,130,811</b>	<b>602,707,186</b>	<b>604,738,846</b>	<b>607,371,299</b>	<b>610,186,765</b>	<b>613,827,550</b>	<b>617,503,821</b>	<b>621,466,892</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: No SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	11,876,000	13,743,886	14,932,601	15,547,458	16,171,693	16,825,917	17,511,202	18,224,991	18,971,758	19,755,032	20,571,154	21,423,525
User Charges & Fees	3,110,000	2,860,592	2,751,476	2,873,702	3,002,527	3,137,917	3,279,711	3,429,062	3,586,109	3,751,002	3,923,895	4,104,942
Investment & Interest Revenue Received	1,034,000	84,886	1,075,950	881,222	881,230	881,217	881,131	881,169	881,070	881,033	881,043	880,985
Grants & Contributions	38,706,000	6,079,511	8,993,013	9,165,364	9,326,568	9,491,401	9,660,352	9,833,527	10,020,197	10,244,453	10,430,985	10,622,175
Bonds & Deposits Received	112,000	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-
Other	5,044,000	2,243,638	536,250	528,048	541,012	554,477	568,394	582,782	597,655	613,035	628,941	645,390
<b>Payments:</b>												
Employee Benefits & On-Costs	(8,673,000)	(9,450,352)	(8,476,025)	(8,712,070)	(8,967,657)	(9,269,736)	(9,582,632)	(9,906,004)	(10,240,172)	(10,585,461)	(10,942,191)	(11,363,464)
Materials & Contracts	(15,290,000)	(6,232,677)	(6,565,982)	(6,711,362)	(6,550,842)	(6,848,774)	(6,956,128)	(6,936,947)	(7,250,917)	(7,243,895)	(7,640,822)	(7,749,576)
Borrowing Costs	(713,000)	(1,018,025)	(909,891)	(862,376)	(823,809)	(783,549)	(738,585)	(692,897)	(646,851)	(594,534)	(539,986)	(486,473)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	(970,000)	(2,176,602)	(2,680,783)	(2,844,802)	(3,089,089)	(3,362,681)	(3,665,510)	(4,001,719)	(4,377,506)	(4,797,320)	(5,266,540)	(5,790,938)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>34,236,000</b>	<b>6,134,856</b>	<b>9,656,608</b>	<b>9,865,184</b>	<b>10,491,634</b>	<b>10,626,290</b>	<b>10,957,935</b>	<b>11,413,964</b>	<b>11,541,342</b>	<b>12,023,346</b>	<b>12,046,478</b>	<b>12,286,566</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	206,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(38,876,000)	(8,988,276)	(5,878,171)	(7,087,241)	(7,703,016)	(7,220,448)	(8,292,556)	(7,393,676)	(7,378,361)	(7,263,658)	(7,353,511)	(7,987,319)
Purchase of Real Estate Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,625,000)</b>	<b>(9,038,276)</b>	<b>(5,878,171)</b>	<b>(7,087,241)</b>	<b>(7,703,016)</b>	<b>(7,220,448)</b>	<b>(8,292,556)</b>	<b>(7,393,676)</b>	<b>(7,378,361)</b>	<b>(7,263,658)</b>	<b>(7,353,511)</b>	<b>(7,987,319)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	3,100,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(871,000)	(950,077)	(1,054,185)	(959,056)	(1,001,151)	(1,045,080)	(1,093,883)	(1,143,548)	(1,193,716)	(1,250,355)	(1,309,003)	(1,152,158)
Repayment of lease liabilities (principal repayments)	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,173,000</b>	<b>(950,077)</b>	<b>(1,054,185)</b>	<b>(959,056)</b>	<b>(1,001,151)</b>	<b>(1,045,080)</b>	<b>(1,093,883)</b>	<b>(1,143,548)</b>	<b>(1,193,716)</b>	<b>(1,250,355)</b>	<b>(1,309,003)</b>	<b>(1,152,158)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,216,000)</b>	<b>(3,853,497)</b>	<b>2,724,252</b>	<b>1,818,887</b>	<b>1,787,468</b>	<b>2,360,762</b>	<b>1,571,496</b>	<b>2,876,740</b>	<b>2,969,265</b>	<b>3,509,333</b>	<b>3,383,964</b>	<b>3,147,089</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>37,107,000</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,580,643</b>	<b>37,368,110</b>	<b>39,728,873</b>	<b>41,300,369</b>	<b>44,177,109</b>	<b>47,146,375</b>	<b>50,655,707</b>	<b>54,039,672</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,580,643</b>	<b>37,368,110</b>	<b>39,728,873</b>	<b>41,300,369</b>	<b>44,177,109</b>	<b>47,146,375</b>	<b>50,655,707</b>	<b>54,039,672</b>	<b>57,186,760</b>
Cash & Cash Equivalents - end of the year	34,891,000	31,037,503	33,761,756	35,580,643	37,368,110	39,728,873	41,300,369	44,177,109	47,146,375	50,655,707	54,039,672	57,186,760
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,580,643</b>	<b>37,368,110</b>	<b>39,728,873</b>	<b>41,300,369</b>	<b>44,177,109</b>	<b>47,146,375</b>	<b>50,655,707</b>	<b>54,039,672</b>	<b>57,186,760</b>
<b>Representing:</b>												
- External Restrictions	28,857,000	29,327,971	31,655,893	33,821,393	36,274,210	39,575,631	42,140,118	46,463,543	50,904,095	56,119,804	61,600,518	67,935,132
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,740,750)	(4,406,100)	(5,346,758)	(6,339,749)	(7,786,434)	(9,257,720)	(10,964,097)	(13,060,846)	(16,248,372)
	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,580,643</b>	<b>37,368,110</b>	<b>39,728,873</b>	<b>41,300,369</b>	<b>44,177,109</b>	<b>47,146,375</b>	<b>50,655,707</b>	<b>54,039,672</b>	<b>57,186,760</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
FINANCIAL PERFORMANCE INDICATORS - CONSOLIDATED Scenario: No SRV	Past Years	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	16.55%	-1.52%	1.79%	3.80%	5.78%	5.88%	7.14%	8.76%	9.03%	11.10%	10.86%	11.28%
Own Source Operating Revenue Ratio 1)	24.08%	65.85%	68.18%	68.40%	68.85%	69.29%	69.74%	70.18%	70.63%	71.07%	71.51%	71.94%
Unrestricted Current Ratio	2.73	3.39	3.30	3.18	3.00	2.69	2.42	2.07	1.72	1.37	0.96	0.42
Debt Service Cover Ratio 1)	8.34	5.48	5.20	5.90	6.23	6.19	6.36	6.57	6.55	6.80	6.70	7.70
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.86%	4.97%	4.93%	4.94%	4.95%	4.97%	4.99%	5.00%	5.02%	5.04%	5.05%	5.07%
Cash Expense Cover Ratio 1)	15.76	18.75	20.54	21.21	21.90	22.33	22.49	23.37	23.86	24.84	25.23	25.85
1) <b>different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Asset Renewal Ratio	207.22%	90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio	0.04	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio	1.00	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Capital Expenditure Ratio	0.05	0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>												
Debt Service Ratio (old Note 13)		8.16%	7.82%	7.06%	6.83%	6.60%	6.38%	6.17%	5.97%	5.77%	5.57%	4.76%
Rates & Annual Charges Coverage Ratio		52.58%	52.71%	53.51%	53.94%	54.36%	54.79%	55.20%	55.62%	56.03%	56.43%	56.83%
<b>Fit For The Future (FFTF) Ratios</b>												
Operating Performance Ratio 1)		-1.52%	1.79%	3.80%	5.78%	5.88%	7.14%	8.76%	9.03%	11.10%	10.86%	11.28%
Own Source Operating Revenue Ratio 1)		65.85%	68.18%	68.40%	68.85%	69.29%	69.74%	70.18%	70.63%	71.07%	71.51%	71.94%
Building & Infrastructure Asset Renewal Ratio		90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio		0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio		0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Debt Service Ratio		7.14%	6.90%	6.25%	6.06%	5.88%	5.71%	5.54%	5.37%	5.20%	5.04%	4.32%
Real Operating Expenditure per Capita Ratio		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio												
<b>TCorp Ratios</b>												
Operating Performance Ratio 2)		-2.60%	0.72%	2.73%	4.71%	4.83%	6.09%	7.72%	8.00%	10.08%	9.84%	10.27%
Own Source Operating Revenue Ratio 2)		63.31%	62.52%	63.52%	64.08%	64.63%	65.18%	65.72%	66.26%	66.80%	67.34%	67.86%
Unrestricted Current Ratio		3.39	3.30	3.18	3.00	2.69	2.42	2.07	1.72	1.37	0.96	0.42
Debt Service Cover Ratio 2)		5.33	5.04	5.73	6.05	6.01	6.17	6.38	6.36	6.60	6.50	7.47
Capital Expenditure Ratio		0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
Infrastructure Backlog Ratio		0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio		0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Building & Infrastructure Renewals Ratio		90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Cash Expense Cover Ratio 2)		23.06	21.91	22.91	23.64	23.85	23.96	24.85	25.19	26.27	26.47	26.90
Interest Cover Ratio		10.84	10.94	12.17	13.48	14.12	15.44	17.07	18.28	20.74	22.58	25.56
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio												

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,850,000	6,775,281	7,166,133	7,345,287	7,528,919	7,717,142	7,910,071	8,107,823	8,310,518	8,518,281	8,731,238	8,949,519
User Charges & Fees	849,000	830,295	671,894	686,818	702,114	717,790	733,860	750,332	767,214	784,520	802,257	820,436
Other Revenues	455,000	494,959	464,907	476,020	487,508	499,379	511,652	524,341	537,458	551,025	565,056	579,568
Grants & Contributions provided for Operating Purposes	19,515,000	8,462,902	8,728,871	8,875,132	9,028,305	9,185,307	9,346,232	9,511,179	9,680,252	9,853,549	10,031,182	10,213,253
Grants & Contributions provided for Capital Purposes	25,719,000	331,032	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612	60,227	60,858
Interest & Investment Revenue	855,000	120,804	880,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>52,501,000</b>	<b>17,015,272</b>	<b>17,967,510</b>	<b>18,119,480</b>	<b>18,483,600</b>	<b>18,856,916</b>	<b>19,239,670</b>	<b>19,632,101</b>	<b>20,034,454</b>	<b>20,446,987</b>	<b>20,869,960</b>	<b>21,303,634</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,828,000	7,872,803	6,813,641	7,015,005	7,210,913	7,452,174	7,701,447	7,958,979	8,224,999	8,499,759	8,783,498	9,129,199
Borrowing Costs	311,000	418,953	419,638	398,272	384,174	369,495	352,257	336,711	320,931	301,887	282,564	263,391
Materials & Contracts	8,103,000	1,254,921	3,304,015	2,886,253	2,611,311	2,780,682	2,815,937	2,820,448	2,989,793	2,892,296	3,083,788	3,095,500
Depreciation & Amortisation	6,197,000	7,046,855	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115	5,070,619	5,067,030
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,203,672	2,332,615	2,459,343	2,677,735	2,913,906	3,177,021	3,469,347	3,797,403	4,164,587	4,575,950	5,036,605
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,435,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,664,000</b>	<b>19,078,423</b>	<b>19,207,543</b>	<b>19,108,672</b>	<b>19,244,451</b>	<b>19,777,614</b>	<b>20,218,701</b>	<b>20,616,793</b>	<b>21,197,133</b>	<b>21,431,670</b>	<b>22,166,471</b>	<b>22,971,028</b>
<b>Operating Result from Continuing Operations</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(989,192)</b>	<b>(760,851)</b>	<b>(920,698)</b>	<b>(979,031)</b>	<b>(984,692)</b>	<b>(1,162,679)</b>	<b>(984,683)</b>	<b>(1,296,511)</b>	<b>(1,667,394)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(989,192)</b>	<b>(760,851)</b>	<b>(920,698)</b>	<b>(979,031)</b>	<b>(984,692)</b>	<b>(1,162,679)</b>	<b>(984,683)</b>	<b>(1,296,511)</b>	<b>(1,667,394)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,118,000</b>	<b>(2,394,183)</b>	<b>(1,295,738)</b>	<b>(1,045,415)</b>	<b>(817,605)</b>	<b>(977,996)</b>	<b>(1,036,886)</b>	<b>(1,043,118)</b>	<b>(1,221,691)</b>	<b>(1,044,295)</b>	<b>(1,356,738)</b>	<b>(1,728,252)</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - GENERAL FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	15,852,000	11,527,532	11,923,862	11,577,250	10,911,900	9,971,242	8,978,251	7,531,566	6,060,280	4,353,903	2,257,154	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,396,000	930,278	932,718	951,646	971,157	991,108	1,011,585	1,032,479	1,053,938	1,075,914	1,098,374	1,121,401
Inventories	179,908	221,000	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>30,429,000</b>	<b>24,597,719</b>	<b>25,047,036</b>	<b>24,716,796</b>	<b>24,062,633</b>	<b>23,151,430</b>	<b>22,183,118</b>	<b>20,760,362</b>	<b>19,320,223</b>	<b>17,634,904</b>	<b>15,571,320</b>	<b>13,340,153</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	498,898,000	497,675,344	495,771,256	494,709,844	494,178,309	493,859,612	493,488,377	493,559,857	493,507,168	493,801,004	494,244,010	495,368,427
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>499,162,000</b>	<b>497,987,961</b>	<b>496,082,490</b>	<b>495,019,695</b>	<b>494,486,777</b>	<b>494,166,697</b>	<b>493,794,079</b>	<b>493,864,176</b>	<b>493,810,104</b>	<b>494,102,557</b>	<b>494,544,180</b>	<b>495,667,214</b>
<b>TOTAL ASSETS</b>	<b>529,591,000</b>	<b>522,585,679</b>	<b>521,129,525</b>	<b>519,736,491</b>	<b>518,549,409</b>	<b>517,318,126</b>	<b>515,977,196</b>	<b>514,624,537</b>	<b>513,130,326</b>	<b>511,737,461</b>	<b>510,115,499</b>	<b>509,007,367</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	930,372
Payables	4,979,000	3,315,849	3,700,078	3,751,786	3,797,295	3,975,822	4,123,087	4,282,759	4,497,702	4,658,222	4,924,122	5,167,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,146,000	1,382,249	1,380,778	1,403,849	1,428,008	1,452,772	1,478,154	1,504,170	1,530,838	1,558,171	1,586,189	1,614,906
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	516,000	598,879	478,622	495,898	513,876	534,546	553,656	573,142	596,036	619,368	642,708	577,144
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	298,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,233,000</b>	<b>6,570,977</b>	<b>6,833,478</b>	<b>6,925,533</b>	<b>7,013,179</b>	<b>7,237,140</b>	<b>7,428,897</b>	<b>7,634,072</b>	<b>7,898,576</b>	<b>8,109,761</b>	<b>8,427,019</b>	<b>9,563,424</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	9,999,000	9,400,853	8,922,231	8,426,333	7,912,457	7,377,911	6,824,255	6,251,113	5,655,077	5,035,709	4,393,001	3,815,857
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	(845,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>9,347,000</b>	<b>9,066,853</b>	<b>8,588,231</b>	<b>8,092,333</b>	<b>7,578,457</b>	<b>7,043,911</b>	<b>6,490,255</b>	<b>5,917,113</b>	<b>5,321,077</b>	<b>4,701,709</b>	<b>4,059,001</b>	<b>3,481,857</b>
<b>TOTAL LIABILITIES</b>	<b>20,580,000</b>	<b>15,637,830</b>	<b>15,421,709</b>	<b>15,017,866</b>	<b>14,591,636</b>	<b>14,281,051</b>	<b>13,919,152</b>	<b>13,551,185</b>	<b>13,219,653</b>	<b>12,811,470</b>	<b>12,486,020</b>	<b>13,045,281</b>
<b>Net Assets</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>504,718,624</b>	<b>503,957,773</b>	<b>503,037,075</b>	<b>502,058,044</b>	<b>501,073,352</b>	<b>499,910,673</b>	<b>498,925,990</b>	<b>497,629,479</b>	<b>495,962,085</b>
<b>EQUITY</b>												
Retained Earnings	178,413,000	176,349,849	175,109,816	174,120,624	173,359,773	172,439,075	171,460,044	170,475,352	169,312,673	168,327,990	167,031,479	165,364,085
Revaluation Reserves	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	509,011,000	506,947,849	505,707,816	504,718,624	503,957,773	503,037,075	502,058,044	501,073,352	499,910,673	498,925,990	497,629,479	495,962,085
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>504,718,624</b>	<b>503,957,773</b>	<b>503,037,075</b>	<b>502,058,044</b>	<b>501,073,352</b>	<b>499,910,673</b>	<b>498,925,990</b>	<b>497,629,479</b>	<b>495,962,085</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,684,609	7,159,576	7,342,281	7,525,838	7,713,984	7,906,834	8,104,505	8,307,117	8,514,795	8,727,665	8,945,857
User Charges & Fees	-	822,507	670,518	686,948	702,247	717,926	734,000	750,475	767,361	784,670	802,411	820,594
Investment & Interest Revenue Received	-	71,886	870,950	676,222	676,230	676,217	676,131	676,169	676,070	676,033	676,043	675,985
Grants & Contributions	-	5,984,753	8,783,432	8,949,295	9,103,845	9,261,861	9,423,824	9,589,835	9,760,000	9,934,415	10,113,195	10,296,441
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-
Other	-	2,153,212	478,795	468,909	480,120	491,773	503,819	516,274	529,150	542,466	556,240	570,485
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,942,188)	(6,826,909)	(7,012,842)	(7,209,007)	(7,449,544)	(7,698,727)	(7,956,166)	(8,222,089)	(8,496,749)	(8,780,385)	(9,125,980)
Materials & Contracts	-	(2,849,705)	(2,943,259)	(2,865,141)	(2,599,961)	(2,650,272)	(2,711,422)	(2,714,759)	(2,831,070)	(2,789,732)	(2,893,983)	(2,940,578)
Borrowing Costs	-	(420,955)	(425,627)	(403,058)	(389,133)	(374,634)	(357,602)	(342,248)	(326,662)	(307,847)	(288,758)	(269,818)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	-	(1,956,608)	(2,311,254)	(2,438,349)	(2,641,556)	(2,874,782)	(3,133,433)	(3,420,920)	(3,743,057)	(4,103,759)	(4,507,803)	(4,960,292)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,547,509	5,456,221	5,404,264	5,648,623	5,512,530	5,343,424	5,203,166	4,916,820	4,754,293	4,404,625	4,012,694
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,306,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,356,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(4,324,468)	396,330	(346,612)	(665,350)	(940,658)	(992,991)	(1,446,684)	(1,471,287)	(1,706,377)	(2,096,749)	(3,187,525)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	15,852,000	11,527,532	11,923,862	11,577,250	10,911,900	9,971,242	8,978,251	7,531,566	6,060,280	4,353,903	2,257,154
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,577,250</b>	<b>10,911,900</b>	<b>9,971,242</b>	<b>8,978,251</b>	<b>7,531,566</b>	<b>6,060,280</b>	<b>4,353,903</b>	<b>2,257,154</b>	<b>(930,372)</b>
Cash & Cash Equivalents - end of the year	15,852,000	11,527,532	11,923,862	11,577,250	10,911,900	9,971,242	8,978,251	7,531,566	6,060,280	4,353,903	2,257,154	(930,372)
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,577,250</b>	<b>10,911,900</b>	<b>9,971,242</b>	<b>8,978,251</b>	<b>7,531,566</b>	<b>6,060,280</b>	<b>4,353,903</b>	<b>2,257,154</b>	<b>(930,372)</b>
<b>Representing:</b>												
- External Restrictions	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,740,750)	(4,406,100)	(5,346,758)	(6,339,749)	(7,786,434)	(9,257,720)	(10,964,097)	(13,060,846)	(16,248,372)
	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,577,250</b>	<b>10,911,900</b>	<b>9,971,242</b>	<b>8,978,251</b>	<b>7,531,566</b>	<b>6,060,280</b>	<b>4,353,903</b>	<b>2,257,154</b>	<b>(930,372)</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND											
Scenario: NO SRV	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-4.06%	-2.71%	-3.46%	-3.66%	-3.57%	-4.35%	-3.35%	-4.74%	-6.35%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	50.71%	50.85%	50.99%	51.12%	51.26%	51.39%	51.52%	51.65%	51.77%
Unrestricted Current Ratio	3.39	3.30	3.18	3.00	2.69	2.42	2.07	1.72	1.37	0.96	0.50
Debt Service Cover Ratio 1)	5.73	5.36	6.50	6.73	6.40	6.19	5.98	5.55	5.38	4.84	4.39
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.74%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%	3.67%
Cash Expense Cover Ratio 1)	10.08	10.88	10.49	9.79	8.61	7.46	6.03	4.63	3.21	1.58	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	6.80%	6.87%	5.86%	5.75%	5.63%	5.52%	5.42%	5.31%	5.21%	5.11%	5.02%
Rates & Annual Charges Coverage Ratio	39.82%	39.88%	40.54%	40.73%	40.92%	41.11%	41.30%	41.48%	41.66%	41.84%	42.01%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-4.06%	-2.71%	-3.46%	-3.66%	-3.57%	-4.35%	-3.35%	-4.74%	-6.35%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	50.71%	50.85%	50.99%	51.12%	51.26%	51.39%	51.52%	51.65%	51.77%
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Debt Service Ratio	5.57%	5.69%	4.85%	4.78%	4.70%	4.62%	4.55%	4.48%	4.40%	4.33%	4.27%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	-14.35%	-7.23%	-5.79%	-4.44%	-5.20%	-5.41%	-5.33%	-6.12%	-5.12%	-6.52%	-8.14%
Own Source Operating Revenue Ratio 2)	44.70%	43.62%	44.33%	44.53%	44.73%	44.93%	45.12%	45.31%	45.50%	45.68%	45.86%
Unrestricted Current Ratio	3.39	3.30	3.18	3.00	2.69	2.42	2.07	1.72	1.37	0.96	0.50
Debt Service Cover Ratio 2)	5.43	5.06	6.15	6.37	6.03	5.81	5.59	5.16	4.98	4.43	3.98
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Building & Infrastructure Renewals Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Cash Expense Cover Ratio 2)	11.91	11.22	10.96	10.21	8.88	7.68	6.19	4.73	3.28	1.61	0.00
Interest Cover Ratio	12.11	12.29	13.54	14.60	14.41	14.63	14.79	14.37	14.81	14.14	13.68
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - STORMWATER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	72,000	71,536	72,278	72,428	72,578	72,728	72,878	73,028	73,178	73,328	73,478	73,628
User Charges & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	3,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	18,000	-	-	-	-	-	-	-	-	-	-	-
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>93,000</b>	<b>71,536</b>	<b>72,278</b>	<b>72,428</b>	<b>72,578</b>	<b>72,728</b>	<b>72,878</b>	<b>73,028</b>	<b>73,178</b>	<b>73,328</b>	<b>73,478</b>	<b>73,628</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	29,000	-	-	-	-	-	-	-	-	-	-	-
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	18,000	10,506	61,346	62,880	64,452	66,063	67,714	69,407	71,142	72,921	74,744	76,613
Depreciation & Amortisation	108,000	108,510	112,491	96,986	93,092	93,093	93,093	93,093	93,093	92,622	91,956	91,956
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>155,000</b>	<b>119,016</b>	<b>173,837</b>	<b>159,866</b>	<b>157,544</b>	<b>159,156</b>	<b>160,807</b>	<b>162,500</b>	<b>164,235</b>	<b>165,543</b>	<b>166,700</b>	<b>168,569</b>
<b>Operating Result from Continuing Operations</b>	<b>(62,000)</b>	<b>(47,480)</b>	<b>(101,559)</b>	<b>(87,438)</b>	<b>(84,966)</b>	<b>(86,428)</b>	<b>(87,929)</b>	<b>(89,472)</b>	<b>(91,057)</b>	<b>(92,215)</b>	<b>(93,222)</b>	<b>(94,941)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(62,000)</b>	<b>(47,480)</b>	<b>(101,559)</b>	<b>(87,438)</b>	<b>(84,966)</b>	<b>(86,428)</b>	<b>(87,929)</b>	<b>(89,472)</b>	<b>(91,057)</b>	<b>(92,215)</b>	<b>(93,222)</b>	<b>(94,941)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(65,000)</b>	<b>(47,480)</b>	<b>(101,559)</b>	<b>(87,438)</b>	<b>(84,966)</b>	<b>(86,428)</b>	<b>(87,929)</b>	<b>(89,472)</b>	<b>(91,057)</b>	<b>(92,215)</b>	<b>(93,222)</b>	<b>(94,941)</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - STORMWATER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	998,000	638,670	612,580	570,437	525,172	476,689	424,888	369,668	310,924	248,549	182,427	112,448
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	8,000	4,983	5,035	5,045	5,056	5,066	5,076	5,087	5,097	5,108	5,118	5,129
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,006,000</b>	<b>643,653</b>	<b>617,615</b>	<b>575,482</b>	<b>530,227</b>	<b>481,755</b>	<b>429,965</b>	<b>374,755</b>	<b>316,022</b>	<b>253,657</b>	<b>187,545</b>	<b>117,577</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,148,000	4,459,690	4,397,827	4,352,934	4,313,645	4,276,122	4,240,427	4,206,620	4,174,762	4,145,390	4,118,769	4,094,299
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,148,000</b>	<b>4,459,690</b>	<b>4,397,827</b>	<b>4,352,934</b>	<b>4,313,645</b>	<b>4,276,122</b>	<b>4,240,427</b>	<b>4,206,620</b>	<b>4,174,762</b>	<b>4,145,390</b>	<b>4,118,769</b>	<b>4,094,299</b>
<b>TOTAL ASSETS</b>	<b>5,154,000</b>	<b>5,103,343</b>	<b>5,015,442</b>	<b>4,928,416</b>	<b>4,843,872</b>	<b>4,757,877</b>	<b>4,670,392</b>	<b>4,581,375</b>	<b>4,490,784</b>	<b>4,399,047</b>	<b>4,306,314</b>	<b>4,211,876</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	6,000	2,823	16,481	16,893	17,315	17,748	18,192	18,647	19,113	19,591	20,080	20,583
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>6,000</b>	<b>2,823</b>	<b>16,481</b>	<b>16,893</b>	<b>17,315</b>	<b>17,748</b>	<b>18,192</b>	<b>18,647</b>	<b>19,113</b>	<b>19,591</b>	<b>20,080</b>	<b>20,583</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>											
<b>TOTAL LIABILITIES</b>	<b>6,000</b>	<b>2,823</b>	<b>16,481</b>	<b>16,893</b>	<b>17,315</b>	<b>17,748</b>	<b>18,192</b>	<b>18,647</b>	<b>19,113</b>	<b>19,591</b>	<b>20,080</b>	<b>20,583</b>
<b>Net Assets</b>	<b>5,148,000</b>	<b>5,100,520</b>	<b>4,998,961</b>	<b>4,911,523</b>	<b>4,826,557</b>	<b>4,740,129</b>	<b>4,652,200</b>	<b>4,562,728</b>	<b>4,471,671</b>	<b>4,379,456</b>	<b>4,286,234</b>	<b>4,191,293</b>
<b>EQUITY</b>												
Retained Earnings	1,859,000	1,811,520	1,709,961	1,622,523	1,537,557	1,451,129	1,363,200	1,273,728	1,182,671	1,090,456	997,234	902,293
Revaluation Reserves	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000	3,289,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	5,148,000	5,100,520	4,998,961	4,911,523	4,826,557	4,740,129	4,652,200	4,562,728	4,471,671	4,379,456	4,286,234	4,191,293
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>5,148,000</b>	<b>5,100,520</b>	<b>4,998,961</b>	<b>4,911,523</b>	<b>4,826,557</b>	<b>4,740,129</b>	<b>4,652,200</b>	<b>4,562,728</b>	<b>4,471,671</b>	<b>4,379,456</b>	<b>4,286,234</b>	<b>4,191,293</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - STORMWATER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	70,553	72,226	72,418	72,568	72,718	72,868	73,018	73,168	73,318	73,468	73,618
User Charges & Fees	-	-	-	-	-	-	-	-	-	-	-	-
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,000	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(6,000)	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	-	(36,204)	(58,687)	(73,743)	(75,587)	(77,476)	(79,412)	(81,398)	(83,433)	(85,519)	(87,657)	(89,849)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	32,349	13,539	(1,325)	(3,019)	(4,759)	(6,545)	(8,381)	(10,265)	(12,202)	(14,190)	(16,231)
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(391,679)	(39,628)	(40,818)	(42,246)	(43,724)	(45,256)	(46,840)	(48,478)	(50,174)	(51,932)	(53,748)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(391,679)	(39,628)	(40,818)	(42,246)	(43,724)	(45,256)	(46,840)	(48,478)	(50,174)	(51,932)	(53,748)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(359,330)	(26,089)	(42,143)	(45,265)	(48,483)	(51,801)	(55,221)	(58,743)	(62,376)	(66,122)	(69,979)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	998,000	638,670	612,580	570,437	525,172	476,689	424,888	369,668	310,924	248,549	182,427
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>998,000</b>	<b>638,670</b>	<b>612,580</b>	<b>570,437</b>	<b>525,172</b>	<b>476,689</b>	<b>424,888</b>	<b>369,668</b>	<b>310,924</b>	<b>248,549</b>	<b>182,427</b>	<b>112,448</b>
Cash & Cash Equivalents - end of the year	998,000	638,670	612,580	570,437	525,172	476,689	424,888	369,668	310,924	248,549	182,427	112,448
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>998,000</b>	<b>638,670</b>	<b>612,580</b>	<b>570,437</b>	<b>525,172</b>	<b>476,689</b>	<b>424,888</b>	<b>369,668</b>	<b>310,924</b>	<b>248,549</b>	<b>182,427</b>	<b>112,448</b>
<b>Representing:</b>												
- External Restrictions	6,677	6,677	6,677	6,677	6,677	6,677	6,677	6,677	6,677	6,677	6,677	6,677
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	991,323	631,993	605,903	563,760	518,495	470,012	418,211	362,991	304,247	241,872	175,750	105,771
	<b>998,000</b>	<b>638,670</b>	<b>612,580</b>	<b>570,437</b>	<b>525,172</b>	<b>476,689</b>	<b>424,888</b>	<b>369,668</b>	<b>310,924</b>	<b>248,549</b>	<b>182,427</b>	<b>112,448</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - STORMWATER FUND											
Scenario: NO SRV	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	-66.37%	-140.51%	-120.72%	-117.07%	-118.84%	-120.65%	-122.52%	-124.43%	-125.76%	-126.87%	-128.95%
Own Source Operating Revenue Ratio 1)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Unrestricted Current Ratio	225.68	37.07	33.67	30.24	26.77	23.27	19.74	16.19	12.61	9.01	5.39
Debt Service Cover Ratio 1)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.60%	6.52%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%
Cash Expense Cover Ratio 1)	181.59	125.26	92.83	83.38	73.83	64.20	54.50	44.72	34.88	24.97	15.02
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	362.61%	41.87%	42.87%	44.05%	45.26%	46.50%	47.76%	49.05%	50.37%	51.72%	53.09%
Infrastructure Backlog Ratio	0.15	0.16	0.18	0.19	0.20	0.21	0.23	0.24	0.26	0.28	0.29
Asset Maintenance Ratio	0.45	0.45	0.45	0.51	0.46	0.05	0.51	0.50	0.50	0.00	0.00
Capital Expenditure Ratio	3.87	0.45	0.54	0.58	0.60	0.62	0.64	0.66	0.68	0.71	0.73
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	-66.37%	-140.51%	-120.72%	-117.07%	-118.84%	-120.65%	-122.52%	-124.43%	-125.76%	-126.87%	-128.95%
Own Source Operating Revenue Ratio 1)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Building & Infrastructure Asset Renewal Ratio	362.61%	41.87%	42.87%	44.05%	45.26%	46.50%	47.76%	49.05%	50.37%	51.72%	53.09%
Infrastructure Backlog Ratio	0.15	0.16	0.18	0.19	0.20	0.21	0.23	0.24	0.26	0.28	0.29
Asset Maintenance Ratio	0.45	0.45	0.45	0.51	0.46	0.05	0.51	0.50	0.50	0.00	0.00
Debt Service Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	-66.37%	-140.51%	-120.72%	-117.07%	-118.84%	-120.65%	-122.52%	-124.43%	-125.76%	-126.87%	-128.95%
Own Source Operating Revenue Ratio 2)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Unrestricted Current Ratio	225.68	37.07	33.67	30.24	26.77	23.27	19.74	16.19	12.61	9.01	5.39
Debt Service Cover Ratio 2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Expenditure Ratio	3.87	0.45	0.54	0.58	0.60	0.62	0.64	0.66	0.68	0.71	0.73
Infrastructure Backlog Ratio	0.15	0.16	0.18	0.19	0.20	0.21	0.23	0.24	0.26	0.28	0.29
Asset Maintenance Ratio	0.45	0.45	0.45	0.51	0.46	0.05	0.51	0.50	0.50	0.00	0.00
Building & Infrastructure Renewals Ratio	362.61%	41.87%	42.87%	44.05%	45.26%	46.50%	47.76%	49.05%	50.37%	51.72%	53.09%
Cash Expense Cover Ratio 2)	729.49	119.83	108.86	97.78	86.59	75.30	63.91	52.45	40.90	29.29	17.61
Interest Cover Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - DOMESTIC WASTE MANAGEMENT FU												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	2,813,000	2,961,928	3,178,406	3,349,364	3,531,452	3,724,669	3,929,917	4,144,016	4,369,507	4,609,776	4,860,342	5,122,583
User Charges & Fees	328,000	314,493	336,508	353,335	371,002	389,552	409,030	429,481	450,955	473,503	497,179	522,039
Other Revenues	303,000	41,456	42,492	43,555	44,644	45,761	46,905	48,078	49,280	50,512	51,775	53,069
Grants & Contributions provided for Operating Purposes	3,000	63,850	65,446	67,082	68,759	70,478	72,240	74,046	75,897	77,794	79,739	81,732
Grants & Contributions provided for Capital Purposes	149,000	4,000	4,100	4,203	4,308	4,416	4,526	4,639	4,755	4,874	4,996	5,121
Interest & Investment Revenue	50,000	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,646,000</b>	<b>3,385,727</b>	<b>3,686,952</b>	<b>3,877,539</b>	<b>4,080,165</b>	<b>4,294,876</b>	<b>4,522,618</b>	<b>4,760,260</b>	<b>5,010,394</b>	<b>5,276,459</b>	<b>5,554,031</b>	<b>5,844,544</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	704,000	684,001	754,172	776,794	803,985	832,123	861,249	891,394	922,589	954,877	988,297	1,022,890
Borrowing Costs	269,000	138,577	135,538	129,313	123,950	118,669	111,889	106,374	100,560	93,600	86,398	79,126
Materials & Contracts	1,136,000	1,052,248	1,388,207	1,423,223	1,464,133	1,496,348	1,533,719	1,572,440	1,620,143	1,652,860	1,694,618	1,737,446
Depreciation & Amortisation	941,000	1,024,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634	1,029,634
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	6,690	24,369	26,346	28,530	30,870	33,455	36,316	39,485	43,003	46,915	51,272
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,050,000</b>	<b>2,906,151</b>	<b>3,331,920</b>	<b>3,385,310</b>	<b>3,450,232</b>	<b>3,507,644</b>	<b>3,569,946</b>	<b>3,636,158</b>	<b>3,712,411</b>	<b>3,773,974</b>	<b>3,845,862</b>	<b>3,920,368</b>
<b>Operating Result from Continuing Operations</b>	<b>596,000</b>	<b>479,576</b>	<b>355,032</b>	<b>492,229</b>	<b>629,933</b>	<b>787,232</b>	<b>952,672</b>	<b>1,124,102</b>	<b>1,297,983</b>	<b>1,502,485</b>	<b>1,708,169</b>	<b>1,924,176</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>596,000</b>	<b>479,576</b>	<b>355,032</b>	<b>492,229</b>	<b>629,933</b>	<b>787,232</b>	<b>952,672</b>	<b>1,124,102</b>	<b>1,297,983</b>	<b>1,502,485</b>	<b>1,708,169</b>	<b>1,924,176</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>447,000</b>	<b>475,576</b>	<b>350,932</b>	<b>488,026</b>	<b>625,625</b>	<b>782,816</b>	<b>948,146</b>	<b>1,119,463</b>	<b>1,293,228</b>	<b>1,497,611</b>	<b>1,703,173</b>	<b>1,919,055</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - DOMESTIC WASTE MANAGEMENT FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,750,000	10,128,545	11,097,173	12,107,378	13,497,255	14,985,882	15,534,053	17,391,538	19,423,452	21,691,216	24,154,658	26,823,572
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	237,000	264,062	283,218	298,282	314,295	331,262	349,259	368,047	387,826	408,862	430,817	453,805
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	53,000	39,750	39,750	39,750	39,750	39,750	39,750	39,750	39,750	39,750	39,750	39,750
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>10,040,000</b>	<b>10,432,356</b>	<b>11,420,141</b>	<b>12,445,409</b>	<b>13,851,299</b>	<b>15,356,895</b>	<b>15,923,062</b>	<b>17,799,335</b>	<b>19,851,028</b>	<b>22,139,828</b>	<b>24,625,225</b>	<b>27,317,127</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Infrastructure, Property, Plant & Equipment	4,466,000	4,329,982	3,544,453	2,840,776	1,888,999	989,168	1,187,563	241,773	(701,921)	(1,643,467)	(2,582,811)	(3,519,897)
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,466,000</b>	<b>4,343,232</b>	<b>3,557,703</b>	<b>2,854,026</b>	<b>1,902,249</b>	<b>1,002,418</b>	<b>1,200,813</b>	<b>255,023</b>	<b>(688,671)</b>	<b>(1,630,217)</b>	<b>(2,569,561)</b>	<b>(3,506,647)</b>
<b>TOTAL ASSETS</b>	<b>14,506,000</b>	<b>14,775,588</b>	<b>14,977,844</b>	<b>15,299,435</b>	<b>15,753,548</b>	<b>16,359,313</b>	<b>17,123,875</b>	<b>18,054,358</b>	<b>19,162,357</b>	<b>20,509,611</b>	<b>22,055,664</b>	<b>23,810,480</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	87,000	34,117	45,672	45,590	45,689	45,421	45,291	45,168	45,330	44,889	44,729	44,558
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	446,000	400,000	350,000	300,000	250,000	200,000	150,000	100,000	59,162	60,641	62,158	63,711
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	111,000	114,331	120,556	125,919	131,200	137,980	143,495	149,309	156,269	163,472	170,743	178,544
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,380,000	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325	1,133,325
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,024,000</b>	<b>1,681,773</b>	<b>1,649,552</b>	<b>1,604,834</b>	<b>1,560,214</b>	<b>1,516,726</b>	<b>1,472,111</b>	<b>1,427,801</b>	<b>1,394,087</b>	<b>1,402,327</b>	<b>1,410,955</b>	<b>1,420,138</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,083,000	2,968,564	2,848,008	2,722,089	2,590,889	2,452,909	2,309,414	2,160,105	2,003,836	1,840,364	1,669,621	1,491,077
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,982,000	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675	2,228,675
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>5,065,000</b>	<b>5,197,239</b>	<b>5,076,683</b>	<b>4,950,764</b>	<b>4,819,564</b>	<b>4,681,584</b>	<b>4,538,089</b>	<b>4,388,780</b>	<b>4,232,511</b>	<b>4,069,039</b>	<b>3,898,296</b>	<b>3,719,752</b>
<b>TOTAL LIABILITIES</b>	<b>7,089,000</b>	<b>6,879,012</b>	<b>6,726,236</b>	<b>6,555,598</b>	<b>6,379,778</b>	<b>6,198,310</b>	<b>6,010,200</b>	<b>5,816,582</b>	<b>5,626,598</b>	<b>5,471,366</b>	<b>5,309,251</b>	<b>5,139,890</b>
<b>Net Assets</b>	<b>7,417,000</b>	<b>7,896,576</b>	<b>8,251,608</b>	<b>8,743,837</b>	<b>9,373,770</b>	<b>10,161,002</b>	<b>11,113,674</b>	<b>12,237,776</b>	<b>13,535,759</b>	<b>15,038,244</b>	<b>16,746,413</b>	<b>18,670,589</b>
<b>EQUITY</b>												
Retained Earnings	5,467,000	5,946,576	6,301,608	6,793,837	7,423,770	8,211,002	9,163,674	10,287,776	11,585,759	13,088,244	14,796,413	16,720,589
Revaluation Reserves	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	7,417,000	7,896,576	8,251,608	8,743,837	9,373,770	10,161,002	11,113,674	12,237,776	13,535,759	15,038,244	16,746,413	18,670,589
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>7,417,000</b>	<b>7,896,576</b>	<b>8,251,608</b>	<b>8,743,837</b>	<b>9,373,770</b>	<b>10,161,002</b>	<b>11,113,674</b>	<b>12,237,776</b>	<b>13,535,759</b>	<b>15,038,244</b>	<b>16,746,413</b>	<b>18,670,589</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - DOMESTIC WASTE MANAGEMENT												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	2,917,281	3,161,914	3,336,340	3,517,580	3,709,949	3,914,281	4,127,705	4,352,329	4,591,472	4,841,253	5,102,605
User Charges & Fees	-	313,243	333,970	351,395	368,966	387,414	406,785	427,124	448,480	470,904	494,450	519,174
Investment & Interest Revenue Received	-	5,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Grants & Contributions	-	21,850	19,546	21,285	23,067	24,894	26,766	28,685	39,814	84,147	86,251	88,407
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	55,291	42,366	43,455	44,539	45,651	46,790	47,958	49,154	50,380	51,637	52,925
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(691,730)	(754,039)	(776,752)	(803,934)	(832,071)	(861,195)	(891,338)	(922,531)	(954,817)	(988,235)	(1,022,826)
Materials & Contracts	-	(1,067,674)	(1,376,034)	(1,422,554)	(1,463,257)	(1,495,805)	(1,532,996)	(1,571,676)	(1,619,057)	(1,652,334)	(1,693,765)	(1,736,559)
Borrowing Costs	-	(168,306)	(136,290)	(130,106)	(124,778)	(119,532)	(112,796)	(107,318)	(101,542)	(94,628)	(87,473)	(80,249)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(6,690)	(24,369)	(26,346)	(28,530)	(30,870)	(33,455)	(36,316)	(39,485)	(43,003)	(46,915)	(51,272)
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,378,265	1,327,065	1,456,718	1,593,653	1,749,631	1,914,180	2,084,824	2,267,163	2,512,122	2,717,204	2,932,205
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(888,616)	(244,105)	(325,957)	(77,857)	(129,803)	(1,228,029)	(83,844)	(85,940)	(88,088)	(90,290)	(92,548)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(888,616)	(244,105)	(325,957)	(77,857)	(129,803)	(1,228,029)	(83,844)	(85,940)	(88,088)	(90,290)	(92,548)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(111,105)	(114,331)	(120,556)	(125,919)	(131,200)	(137,980)	(143,495)	(149,309)	(156,269)	(163,472)	(170,743)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(111,105)	(114,331)	(120,556)	(125,919)	(131,200)	(137,980)	(143,495)	(149,309)	(156,269)	(163,472)	(170,743)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	378,545	968,629	1,010,205	1,389,877	1,488,628	548,171	1,857,485	2,031,914	2,267,765	2,463,442	2,668,914
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	9,750,000	10,128,545	11,097,173	12,107,378	13,497,255	14,985,882	15,534,053	17,391,538	19,423,452	21,691,216	24,154,658
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,750,000</b>	<b>10,128,545</b>	<b>11,097,173</b>	<b>12,107,378</b>	<b>13,497,255</b>	<b>14,985,882</b>	<b>15,534,053</b>	<b>17,391,538</b>	<b>19,423,452</b>	<b>21,691,216</b>	<b>24,154,658</b>	<b>26,823,572</b>
Cash & Cash Equivalents - end of the year	9,750,000	10,128,545	11,097,173	12,107,378	13,497,255	14,985,882	15,534,053	17,391,538	19,423,452	21,691,216	24,154,658	26,823,572
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>9,750,000</b>	<b>10,128,545</b>	<b>11,097,173</b>	<b>12,107,378</b>	<b>13,497,255</b>	<b>14,985,882</b>	<b>15,534,053</b>	<b>17,391,538</b>	<b>19,423,452</b>	<b>21,691,216</b>	<b>24,154,658</b>	<b>26,823,572</b>
<b>Representing:</b>												
- External Restrictions	509,921	509,921	509,921	509,921	509,921	509,921	509,921	509,921	509,921	509,921	509,921	509,921
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	9,240,079	9,618,624	10,587,252	11,597,457	12,987,334	14,475,961	15,024,132	16,881,617	18,913,531	21,181,295	23,644,737	26,313,651
	<b>9,750,000</b>	<b>10,128,545</b>	<b>11,097,173</b>	<b>12,107,378</b>	<b>13,497,255</b>	<b>14,985,882</b>	<b>15,534,053</b>	<b>17,391,538</b>	<b>19,423,452</b>	<b>21,691,216</b>	<b>24,154,658</b>	<b>26,823,572</b>

**Tenterfield Shire Council**

**10 Year Financial Plan for the Years ending 30 June 2034**

**FINANCIAL PERFORMANCE INDICATORS - DOMESTIC WASTE MANAGEMENT**

**Scenario: NO SRV**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	14.06%	9.53%	12.60%	15.35%	18.25%	20.99%	23.54%	25.84%	28.41%	30.69%	32.86%
Own Source Operating Revenue Ratio 1)	98.00%	98.11%	98.16%	98.21%	98.26%	98.30%	98.35%	98.39%	98.43%	98.47%	98.51%
Unrestricted Current Ratio	5.90	6.61	7.44	8.55	9.79	10.47	12.11	13.87	15.42	17.09	18.88
Debt Service Cover Ratio 1)	6.56	6.07	6.59	7.12	7.73	8.36	9.03	9.70	10.49	11.28	12.12
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.18%	7.11%	7.10%	7.10%	7.11%	7.11%	7.10%	7.10%	7.11%	7.10%	7.10%
Cash Expense Cover Ratio 1)	59.42	55.37	58.67	63.61	68.91	69.60	75.89	82.30	89.72	97.27	105.13
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	209.95%	17.69%	17.69%	17.69%	17.94%	311.73%	17.94%	17.94%	18.20%	0.00%	0.00%
Infrastructure Backlog Ratio	0.53	0.50	0.52	0.54	0.54	0.56	0.58	0.61	0.63	0.00	0.00
Asset Maintenance Ratio	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.00	0.00
Capital Expenditure Ratio	0.87	0.24	0.32	0.08	0.13	1.19	0.08	0.08	0.09	0.09	0.09
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	7.53%	6.91%	6.56%	6.24%	5.92%	5.62%	5.34%	5.07%	4.81%	4.57%	4.34%
Rates & Annual Charges Coverage Ratio	87.48%	86.21%	86.38%	86.55%	86.72%	86.89%	87.05%	87.21%	87.36%	87.51%	87.65%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	14.06%	9.53%	12.60%	15.35%	18.25%	20.99%	23.54%	25.84%	28.41%	30.69%	32.86%
Own Source Operating Revenue Ratio 1)	98.00%	98.11%	98.16%	98.21%	98.26%	98.30%	98.35%	98.39%	98.43%	98.47%	98.51%
Building & Infrastructure Asset Renewal Ratio	209.95%	17.69%	17.69%	17.69%	17.94%	311.73%	17.94%	17.94%	18.20%	0.00%	0.00%
Infrastructure Backlog Ratio	0.53	0.50	0.52	0.54	0.54	0.56	0.58	0.61	0.63	0.00	0.00
Asset Maintenance Ratio	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.00	0.00
Debt Service Ratio	7.39%	6.78%	6.45%	6.13%	5.82%	5.53%	5.25%	4.99%	4.74%	4.50%	4.28%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	14.06%	9.53%	12.60%	15.35%	18.25%	20.99%	23.54%	25.84%	28.41%	30.69%	32.86%
Own Source Operating Revenue Ratio 2)	96.77%	95.33%	95.49%	95.64%	95.79%	95.94%	96.08%	96.21%	96.34%	96.46%	96.58%
Unrestricted Current Ratio	5.90	6.61	7.44	8.55	9.79	10.47	12.11	13.87	15.42	17.09	18.88
Debt Service Cover Ratio 2)	6.56	6.07	6.59	7.12	7.73	8.36	9.03	9.70	10.49	11.28	12.12
Capital Expenditure Ratio	0.87	0.24	0.32	0.08	0.13	1.19	0.08	0.08	0.09	0.09	0.09
Infrastructure Backlog Ratio	0.53	0.50	0.52	0.54	0.54	0.56	0.58	0.61	0.63	0.00	0.00
Asset Maintenance Ratio	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.00	0.00
Building & Infrastructure Renewals Ratio	209.95%	17.69%	17.69%	17.69%	17.94%	311.73%	17.94%	17.94%	18.20%	0.00%	0.00%
Cash Expense Cover Ratio 2)	69.73	61.46	65.26	70.52	76.22	76.76	83.47	90.26	98.20	106.18	114.48
Interest Cover Ratio	11.83	11.19	12.74	14.35	16.27	18.68	21.20	24.10	28.00	32.63	38.27
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - WATER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,498,000	1,340,459	1,629,797	1,716,847	1,808,844	1,905,837	2,007,832	2,114,930	2,229,360	2,348,975	2,473,804	2,606,149
User Charges & Fees	1,532,000	1,462,234	1,535,312	1,613,758	1,699,098	1,787,347	1,880,963	1,979,986	2,084,456	2,194,414	2,309,909	2,430,974
Other Revenues	6,000	4,368	4,477	4,589	4,704	4,822	4,943	5,067	5,194	5,324	5,457	5,593
Grants & Contributions provided for Operating Purposes	183,000	135,205	138,584	142,048	145,600	149,240	152,971	156,795	160,715	164,733	168,851	173,072
Grants & Contributions provided for Capital Purposes	7,787,000	10,000	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184	12,489	12,801
Interest & Investment Revenue	35,000	-	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>11,041,000</b>	<b>2,952,266</b>	<b>3,353,420</b>	<b>3,522,748</b>	<b>3,704,015</b>	<b>3,893,284</b>	<b>4,093,023</b>	<b>4,303,375</b>	<b>4,526,612</b>	<b>4,760,630</b>	<b>5,005,510</b>	<b>5,263,589</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	464,000	441,422	482,891	497,375	514,783	532,792	551,441	570,740	590,721	611,397	632,789	654,946
Borrowing Costs	255,000	242,623	233,408	223,840	214,463	204,462	195,056	182,700	171,527	159,460	146,975	133,535
Materials & Contracts	1,234,000	1,043,351	1,240,588	1,327,150	1,318,729	1,336,932	1,372,365	1,406,838	1,523,984	1,485,145	1,522,047	1,560,940
Depreciation & Amortisation	896,000	957,498	891,572	889,344	887,436	884,769	874,411	854,507	852,516	832,159	806,525	806,525
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	113,661	195,986	214,746	235,550	255,808	277,995	302,310	328,977	358,237	390,364	425,659
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	38,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,887,000</b>	<b>2,798,555</b>	<b>3,044,445</b>	<b>3,152,455</b>	<b>3,170,961</b>	<b>3,214,763</b>	<b>3,271,268</b>	<b>3,317,095</b>	<b>3,467,725</b>	<b>3,446,398</b>	<b>3,498,700</b>	<b>3,581,605</b>
<b>Operating Result from Continuing Operations</b>	<b>8,154,000</b>	<b>153,710</b>	<b>308,975</b>	<b>370,293</b>	<b>533,054</b>	<b>678,521</b>	<b>821,755</b>	<b>986,280</b>	<b>1,058,887</b>	<b>1,314,232</b>	<b>1,506,810</b>	<b>1,681,984</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>8,154,000</b>	<b>153,710</b>	<b>308,975</b>	<b>370,293</b>	<b>533,054</b>	<b>678,521</b>	<b>821,755</b>	<b>986,280</b>	<b>1,058,887</b>	<b>1,314,232</b>	<b>1,506,810</b>	<b>1,681,984</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>367,000</b>	<b>143,710</b>	<b>298,725</b>	<b>359,787</b>	<b>522,285</b>	<b>667,483</b>	<b>810,441</b>	<b>974,683</b>	<b>1,047,000</b>	<b>1,302,048</b>	<b>1,494,321</b>	<b>1,669,183</b>

**Tenterfield Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**

**BALANCE SHEET - WATER FUND**

Scenario: NO SRV

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,473,000	1,521,074	2,072,613	2,597,331	2,663,867	3,553,281	4,510,277	5,636,611	6,827,637	8,155,236	9,590,546	11,248,846
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	749,000	711,938	760,146	798,908	840,903	884,434	930,550	979,274	1,030,752	1,084,878	1,141,674	1,201,288
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>4,458,000</b>	<b>4,469,012</b>	<b>5,068,758</b>	<b>5,632,240</b>	<b>5,740,770</b>	<b>6,673,716</b>	<b>7,676,828</b>	<b>8,851,885</b>	<b>10,094,389</b>	<b>11,476,114</b>	<b>12,968,220</b>	<b>14,686,134</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	50,857,000	50,355,402	49,896,009	49,487,980	49,669,983	49,164,221	48,728,637	48,273,034	47,829,763	47,457,461	47,171,684	46,807,085
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>50,857,000</b>	<b>50,355,402</b>	<b>49,896,009</b>	<b>49,487,980</b>	<b>49,669,983</b>	<b>49,164,221</b>	<b>48,728,637</b>	<b>48,273,034</b>	<b>47,829,763</b>	<b>47,457,461</b>	<b>47,171,684</b>	<b>46,807,085</b>
<b>TOTAL ASSETS</b>	<b>55,315,000</b>	<b>54,824,414</b>	<b>54,964,767</b>	<b>55,120,220</b>	<b>55,410,753</b>	<b>55,837,937</b>	<b>56,405,465</b>	<b>57,124,919</b>	<b>57,924,152</b>	<b>58,933,575</b>	<b>60,139,904</b>	<b>61,493,219</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	506,000	188,720	243,532	261,685	261,524	262,541	270,065	277,338	302,947	295,460	304,774	314,419
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	124,000	12,604	12,919	13,242	13,573	13,912	14,260	14,616	14,982	15,356	15,740	16,134
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	215,000	223,749	233,316	242,691	252,694	262,099	274,455	285,628	297,696	310,180	338,707	307,378
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>845,000</b>	<b>425,073</b>	<b>489,767</b>	<b>517,617</b>	<b>527,790</b>	<b>538,552</b>	<b>558,780</b>	<b>577,583</b>	<b>615,625</b>	<b>620,996</b>	<b>659,222</b>	<b>637,930</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,585,000	5,360,631	5,127,315	4,884,624	4,631,930	4,369,831	4,095,376	3,809,748	3,512,052	3,201,872	2,863,165	2,555,787
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>5,585,000</b>	<b>5,360,631</b>	<b>5,127,315</b>	<b>4,884,624</b>	<b>4,631,930</b>	<b>4,369,831</b>	<b>4,095,376</b>	<b>3,809,748</b>	<b>3,512,052</b>	<b>3,201,872</b>	<b>2,863,165</b>	<b>2,555,787</b>
<b>TOTAL LIABILITIES</b>	<b>6,430,000</b>	<b>5,785,704</b>	<b>5,617,082</b>	<b>5,402,241</b>	<b>5,159,720</b>	<b>4,908,383</b>	<b>4,654,156</b>	<b>4,387,331</b>	<b>4,127,677</b>	<b>3,822,868</b>	<b>3,522,387</b>	<b>3,193,717</b>
<b>Net Assets</b>	<b>48,885,000</b>	<b>49,038,710</b>	<b>49,347,685</b>	<b>49,717,978</b>	<b>50,251,032</b>	<b>50,929,553</b>	<b>51,751,308</b>	<b>52,737,588</b>	<b>53,796,475</b>	<b>55,110,707</b>	<b>56,617,517</b>	<b>58,299,501</b>
<b>EQUITY</b>												
Retained Earnings	24,113,000	24,266,710	24,575,685	24,945,978	25,479,032	26,157,553	26,979,308	27,965,588	29,024,475	30,338,707	31,845,517	33,527,501
Revaluation Reserves	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000	24,772,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	48,885,000	49,038,710	49,347,685	49,717,978	50,251,032	50,929,553	51,751,308	52,737,588	53,796,475	55,110,707	56,617,517	58,299,501
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>48,885,000</b>	<b>49,038,710</b>	<b>49,347,685</b>	<b>49,717,978</b>	<b>50,251,032</b>	<b>50,929,553</b>	<b>51,751,308</b>	<b>52,737,588</b>	<b>53,796,475</b>	<b>55,110,707</b>	<b>56,617,517</b>	<b>58,299,501</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - WATER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,333,666	1,613,005	1,711,795	1,803,505	1,900,208	2,001,913	2,108,715	2,222,719	2,342,033	2,466,560	2,598,468
User Charges & Fees	-	1,500,407	1,504,485	1,580,666	1,663,098	1,750,120	1,841,472	1,938,214	2,040,387	2,148,029	2,261,189	2,379,904
Investment & Interest Revenue Received	-	4,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Grants & Contributions	-	32,751	148,873	152,594	156,410	160,320	164,328	168,436	172,647	176,963	181,387	185,921
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,368	4,477	4,589	4,704	4,822	4,943	5,067	5,194	5,324	5,457	5,593
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(444,892)	(482,184)	(497,128)	(514,486)	(532,485)	(551,123)	(570,411)	(590,380)	(611,044)	(632,424)	(654,568)
Materials & Contracts	-	(1,295,292)	(1,184,819)	(1,307,768)	(1,319,468)	(1,332,141)	(1,363,539)	(1,397,857)	(1,496,776)	(1,491,102)	(1,511,166)	(1,549,056)
Borrowing Costs	-	(307,281)	(235,305)	(225,818)	(216,520)	(206,604)	(197,278)	(185,027)	(173,948)	(161,984)	(149,605)	(136,406)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(113,661)	(195,986)	(214,746)	(235,550)	(255,808)	(277,995)	(302,310)	(328,977)	(358,237)	(390,364)	(425,659)
<b>Net Cash provided (or used in) Operating Activities</b>	-	718,065	1,207,546	1,239,185	1,376,692	1,523,432	1,657,721	1,799,827	1,885,864	2,084,982	2,266,034	2,439,197
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(454,371)	(432,259)	(481,150)	(1,067,466)	(381,323)	(438,626)	(399,038)	(409,210)	(459,687)	(520,544)	(442,190)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(454,371)	(432,259)	(481,150)	(1,067,466)	(381,323)	(438,626)	(399,038)	(409,210)	(459,687)	(520,544)	(442,190)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(215,620)	(223,749)	(233,316)	(242,691)	(252,694)	(262,099)	(274,455)	(285,628)	(297,696)	(310,180)	(338,707)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(215,620)	(223,749)	(233,316)	(242,691)	(252,694)	(262,099)	(274,455)	(285,628)	(297,696)	(310,180)	(338,707)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	48,074	551,538	524,719	66,535	889,415	956,996	1,126,334	1,191,026	1,327,599	1,435,310	1,658,300
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,473,000	1,521,074	2,072,613	2,597,331	2,663,867	3,553,281	4,510,277	5,636,611	6,827,637	8,155,236	9,590,546
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,473,000</b>	<b>1,521,074</b>	<b>2,072,613</b>	<b>2,597,331</b>	<b>2,663,867</b>	<b>3,553,281</b>	<b>4,510,277</b>	<b>5,636,611</b>	<b>6,827,637</b>	<b>8,155,236</b>	<b>9,590,546</b>	<b>11,248,846</b>
Cash & Cash Equivalents - end of the year	1,473,000	1,521,074	2,072,613	2,597,331	2,663,867	3,553,281	4,510,277	5,636,611	6,827,637	8,155,236	9,590,546	11,248,846
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>1,473,000</b>	<b>1,521,074</b>	<b>2,072,613</b>	<b>2,597,331</b>	<b>2,663,867</b>	<b>3,553,281</b>	<b>4,510,277</b>	<b>5,636,611</b>	<b>6,827,637</b>	<b>8,155,236</b>	<b>9,590,546</b>	<b>11,248,846</b>
<b>Representing:</b>												
- External Restrictions	262,000	262,000	262,000	262,000	262,000	262,000	262,000	262,000	262,000	262,000	262,000	262,000
- Internal Restrictons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1,211,000	1,259,074	1,810,613	2,335,331	2,401,867	3,291,281	4,248,277	5,374,611	6,565,637	7,893,236	9,328,546	10,986,846
	<b>1,473,000</b>	<b>1,521,074</b>	<b>2,072,613</b>	<b>2,597,331</b>	<b>2,663,867</b>	<b>3,553,281</b>	<b>4,510,277</b>	<b>5,636,611</b>	<b>6,827,637</b>	<b>8,155,236</b>	<b>9,590,546</b>	<b>11,248,846</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - WATER FUND											
Scenario: NO SRV	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	4.88%	8.94%	10.24%	14.14%	17.19%	19.86%	22.71%	23.19%	27.42%	29.93%	31.79%
Own Source Operating Revenue Ratio 1)	95.08%	95.56%	95.67%	95.78%	95.88%	95.99%	96.09%	96.19%	96.28%	96.38%	96.47%
Unrestricted Current Ratio	9.90	9.81	10.37	10.38	11.91	13.27	14.87	15.97	18.06	19.27	22.61
Debt Service Cover Ratio 1)	2.89	3.07	3.18	3.51	3.79	4.06	4.35	4.48	4.96	5.30	5.47
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.51%	5.54%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Cash Expense Cover Ratio 1)	7.68	10.71	12.57	12.64	16.53	20.41	24.78	28.49	33.51	38.44	43.48
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	49.41%	48.71%	49.40%	113.79%	40.81%	46.86%	42.55%	77.48%	85.66%	53.18%	44.83%
Infrastructure Backlog Ratio	0.15	0.16	0.17	0.18	0.19	0.20	0.22	0.23	0.24	0.26	0.28
Asset Maintenance Ratio	0.34	0.35	0.37	0.39	0.41	0.43	0.45	0.48	0.51	0.00	0.00
Capital Expenditure Ratio	0.48	0.48	0.54	1.21	0.43	0.50	0.47	0.48	0.55	0.65	0.55
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	16.32%	14.27%	13.56%	12.89%	12.25%	11.64%	11.06%	10.50%	9.97%	9.48%	9.30%
Rates & Annual Charges Coverage Ratio	45.40%	48.60%	48.74%	48.83%	48.95%	49.05%	49.15%	49.25%	49.34%	49.42%	49.51%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	4.88%	8.94%	10.24%	14.14%	17.19%	19.86%	22.71%	23.19%	27.42%	29.93%	31.79%
Own Source Operating Revenue Ratio 1)	95.08%	95.56%	95.67%	95.78%	95.88%	95.99%	96.09%	96.19%	96.28%	96.38%	96.47%
Building & Infrastructure Asset Renewal Ratio	49.41%	48.71%	49.40%	113.79%	40.81%	46.86%	42.55%	77.48%	85.66%	53.18%	44.83%
Infrastructure Backlog Ratio	0.15	0.16	0.17	0.18	0.19	0.20	0.22	0.23	0.24	0.26	0.28
Asset Maintenance Ratio	0.34	0.35	0.37	0.39	0.41	0.43	0.45	0.48	0.51	0.00	0.00
Debt Service Ratio	15.57%	13.67%	13.02%	12.38%	11.78%	11.20%	10.65%	10.13%	9.63%	9.16%	8.99%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	4.88%	8.94%	10.24%	14.14%	17.19%	19.86%	22.71%	23.19%	27.42%	29.93%	31.79%
Own Source Operating Revenue Ratio 2)	94.93%	94.38%	94.55%	94.71%	94.86%	95.01%	95.16%	95.30%	95.44%	95.57%	95.70%
Unrestricted Current Ratio	9.90	9.81	10.37	10.38	11.91	13.27	14.87	15.97	18.06	19.27	22.61
Debt Service Cover Ratio 2)	2.93	3.11	3.22	3.55	3.84	4.11	4.40	4.53	5.02	5.35	5.53
Capital Expenditure Ratio	0.48	0.48	0.54	1.21	0.43	0.50	0.47	0.48	0.55	0.65	0.55
Infrastructure Backlog Ratio	0.15	0.16	0.17	0.18	0.19	0.20	0.22	0.23	0.24	0.26	0.28
Asset Maintenance Ratio	0.34	0.35	0.37	0.39	0.41	0.43	0.45	0.48	0.51	0.00	0.00
Building & Infrastructure Renewals Ratio	49.41%	48.71%	49.40%	113.79%	40.81%	46.86%	42.55%	77.48%	85.66%	53.18%	44.83%
Cash Expense Cover Ratio 2)	11.42	12.96	15.28	15.45	20.06	24.58	29.67	33.53	39.87	45.22	51.10
Interest Cover Ratio	5.54	6.10	6.58	7.57	8.59	9.64	11.01	12.07	14.38	16.65	19.54
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - SEWER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	2,638,000	2,777,443	2,934,453	3,093,298	3,261,381	3,438,743	3,625,505	3,821,765	4,027,669	4,245,298	4,474,737	4,716,161
User Charges & Fees	226,000	235,852	246,564	259,656	273,443	287,961	303,251	319,354	336,311	354,169	372,975	392,778
Other Revenues	41,000	10,419	10,940	11,487	12,061	12,664	13,297	13,962	14,660	15,393	16,163	16,971
Grants & Contributions provided for Operating Purposes	26,000	30,158	30,912	31,685	32,477	33,289	34,121	34,974	35,848	36,744	37,663	38,605
Grants & Contributions provided for Capital Purposes	13,000	10,000	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184	12,489	12,801
Interest & Investment Revenue	108,000	-	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,052,000</b>	<b>3,063,871</b>	<b>3,343,119</b>	<b>3,516,632</b>	<b>3,700,131</b>	<b>3,893,695</b>	<b>4,097,488</b>	<b>4,311,652</b>	<b>4,536,375</b>	<b>4,773,788</b>	<b>5,024,027</b>	<b>5,287,316</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	324,000	361,440	412,989	425,378	440,265	455,674	471,626	488,129	505,213	522,893	541,191	560,136
Borrowing Costs	128,000	120,865	111,917	102,581	92,500	81,833	69,885	57,201	43,506	28,789	12,764	-
Materials & Contracts	1,273,000	728,614	1,027,740	1,043,611	1,097,085	1,310,010	1,265,666	1,163,785	1,226,105	1,226,007	1,474,705	1,431,335
Depreciation & Amortisation	585,000	599,936	678,689	692,263	709,570	727,309	745,491	764,129	783,232	802,812	822,884	822,884
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	99,643	149,174	165,361	183,453	201,121	220,627	242,173	265,987	292,321	321,458	353,715
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	61,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,371,000</b>	<b>1,910,499</b>	<b>2,380,509</b>	<b>2,429,194</b>	<b>2,522,873</b>	<b>2,775,947</b>	<b>2,773,295</b>	<b>2,715,417</b>	<b>2,824,043</b>	<b>2,872,822</b>	<b>3,173,002</b>	<b>3,168,070</b>
<b>Operating Result from Continuing Operations</b>	<b>681,000</b>	<b>1,153,372</b>	<b>962,610</b>	<b>1,087,438</b>	<b>1,177,258</b>	<b>1,117,748</b>	<b>1,324,193</b>	<b>1,596,235</b>	<b>1,712,332</b>	<b>1,900,966</b>	<b>1,851,025</b>	<b>2,119,246</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>681,000</b>	<b>1,153,372</b>	<b>962,610</b>	<b>1,087,438</b>	<b>1,177,258</b>	<b>1,117,748</b>	<b>1,324,193</b>	<b>1,596,235</b>	<b>1,712,332</b>	<b>1,900,966</b>	<b>1,851,025</b>	<b>2,119,246</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>668,000</b>	<b>1,143,372</b>	<b>952,360</b>	<b>1,076,932</b>	<b>1,166,489</b>	<b>1,106,710</b>	<b>1,312,879</b>	<b>1,584,638</b>	<b>1,700,445</b>	<b>1,888,782</b>	<b>1,838,536</b>	<b>2,106,445</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - SEWER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	6,818,000	7,221,683	8,055,527	8,728,246	9,769,917	10,741,778	11,852,899	13,247,726	14,524,082	16,206,803	17,854,887	19,932,267
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	214,000	248,734	261,696	275,725	290,542	306,164	322,614	339,915	358,090	377,273	397,487	418,762
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>7,032,000</b>	<b>7,470,417</b>	<b>8,317,223</b>	<b>9,003,971</b>	<b>10,060,459</b>	<b>11,047,942</b>	<b>12,175,514</b>	<b>13,587,641</b>	<b>14,882,172</b>	<b>16,584,076</b>	<b>18,252,374</b>	<b>20,351,029</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	23,177,000	23,523,964	23,546,443	23,821,242	23,809,043	23,808,020	23,841,305	23,844,936	24,081,472	24,079,735	24,065,590	24,084,027
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>23,177,000</b>	<b>23,523,964</b>	<b>23,546,443</b>	<b>23,821,242</b>	<b>23,809,043</b>	<b>23,808,020</b>	<b>23,841,305</b>	<b>23,844,936</b>	<b>24,081,472</b>	<b>24,079,735</b>	<b>24,065,590</b>	<b>24,084,027</b>
<b>TOTAL ASSETS</b>	<b>30,209,000</b>	<b>30,994,381</b>	<b>31,863,666</b>	<b>32,825,213</b>	<b>33,869,502</b>	<b>34,855,962</b>	<b>36,016,819</b>	<b>37,432,577</b>	<b>38,963,644</b>	<b>40,663,811</b>	<b>42,317,964</b>	<b>44,435,056</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	299,000	39,094	62,994	63,666	67,340	83,362	79,284	70,748	75,120	74,675	93,786	91,633
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	108,000	117,226	126,562	136,643	147,310	159,258	171,942	185,637	200,354	215,983	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>407,000</b>	<b>156,320</b>	<b>189,556</b>	<b>200,309</b>	<b>214,650</b>	<b>242,620</b>	<b>251,226</b>	<b>256,385</b>	<b>275,474</b>	<b>290,658</b>	<b>93,786</b>	<b>91,633</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,461,000	1,343,689	1,217,127	1,080,484	933,174	773,916	601,974	416,337	215,983	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,461,000</b>	<b>1,343,689</b>	<b>1,217,127</b>	<b>1,080,484</b>	<b>933,174</b>	<b>773,916</b>	<b>601,974</b>	<b>416,337</b>	<b>215,983</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>1,868,000</b>	<b>1,500,009</b>	<b>1,406,683</b>	<b>1,280,793</b>	<b>1,147,824</b>	<b>1,016,536</b>	<b>853,200</b>	<b>672,722</b>	<b>491,457</b>	<b>290,658</b>	<b>93,786</b>	<b>91,633</b>
<b>Net Assets</b>	<b>28,341,000</b>	<b>29,494,372</b>	<b>30,456,982</b>	<b>31,544,420</b>	<b>32,721,678</b>	<b>33,839,426</b>	<b>35,163,619</b>	<b>36,759,854</b>	<b>38,472,186</b>	<b>40,373,152</b>	<b>42,224,177</b>	<b>44,343,423</b>
<b>EQUITY</b>												
Retained Earnings	14,609,000	15,762,372	16,724,982	17,812,420	18,989,678	20,107,426	21,431,619	23,027,854	24,740,186	26,641,152	28,492,177	30,611,423
Revaluation Reserves	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000	13,732,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	28,341,000	29,494,372	30,456,982	31,544,420	32,721,678	33,839,426	35,163,619	36,759,854	38,472,186	40,373,152	42,224,177	44,343,423
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>28,341,000</b>	<b>29,494,372</b>	<b>30,456,982</b>	<b>31,544,420</b>	<b>32,721,678</b>	<b>33,839,426</b>	<b>35,163,619</b>	<b>36,759,854</b>	<b>38,472,186</b>	<b>40,373,152</b>	<b>42,224,177</b>	<b>44,343,423</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - SEWER FUND												
Scenario: NO SRV												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	2,737,777	2,925,879	3,084,624	3,252,203	3,429,058	3,615,307	3,811,048	4,016,425	4,233,414	4,462,208	4,702,978
User Charges & Fees	-	224,435	242,503	254,693	268,216	282,457	297,454	313,249	329,882	347,399	365,845	385,270
Investment & Interest Revenue Received	-	4,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Grants & Contributions	-	40,158	41,162	42,191	43,246	44,327	45,435	46,571	47,735	48,928	50,152	51,406
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	22,767	10,613	11,095	11,649	12,231	12,842	13,484	14,157	14,864	15,607	16,387
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(365,542)	(412,894)	(425,348)	(440,229)	(455,637)	(471,588)	(488,089)	(505,172)	(522,850)	(541,147)	(560,090)
Materials & Contracts	-	(983,801)	(1,003,182)	(1,042,156)	(1,092,569)	(1,293,079)	(1,268,760)	(1,171,256)	(1,220,582)	(1,225,208)	(1,454,251)	(1,433,534)
Borrowing Costs	-	(121,483)	(112,670)	(103,394)	(93,378)	(82,779)	(70,908)	(58,305)	(44,698)	(30,076)	(14,151)	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(99,643)	(149,174)	(165,361)	(183,453)	(201,121)	(220,627)	(242,173)	(265,987)	(292,321)	(321,458)	(353,715)
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,458,668	1,652,238	1,766,343	1,875,685	1,845,457	2,049,156	2,334,528	2,481,761	2,684,150	2,672,806	2,918,701
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(946,900)	(701,168)	(967,062)	(697,371)	(726,286)	(778,776)	(767,760)	(1,019,768)	(801,075)	(808,739)	(841,321)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(946,900)	(701,168)	(967,062)	(697,371)	(726,286)	(778,776)	(767,760)	(1,019,768)	(801,075)	(808,739)	(841,321)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(108,085)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	(200,354)	(215,983)	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(108,085)	(117,226)	(126,562)	(136,643)	(147,310)	(159,258)	(171,942)	(185,637)	(200,354)	(215,983)	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	403,683	833,844	672,719	1,041,671	971,861	1,111,122	1,394,826	1,276,356	1,682,721	1,648,084	2,077,380
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	6,818,000	7,221,683	8,055,527	8,728,246	9,769,917	10,741,778	11,852,899	13,247,726	14,524,082	16,206,803	17,854,887
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>6,818,000</b>	<b>7,221,683</b>	<b>8,055,527</b>	<b>8,728,246</b>	<b>9,769,917</b>	<b>10,741,778</b>	<b>11,852,899</b>	<b>13,247,726</b>	<b>14,524,082</b>	<b>16,206,803</b>	<b>17,854,887</b>	<b>19,932,267</b>
Cash & Cash Equivalents - end of the year	6,818,000	7,221,683	8,055,527	8,728,246	9,769,917	10,741,778	11,852,899	13,247,726	14,524,082	16,206,803	17,854,887	19,932,267
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>6,818,000</b>	<b>7,221,683</b>	<b>8,055,527</b>	<b>8,728,246</b>	<b>9,769,917</b>	<b>10,741,778</b>	<b>11,852,899</b>	<b>13,247,726</b>	<b>14,524,082</b>	<b>16,206,803</b>	<b>17,854,887</b>	<b>19,932,267</b>
<b>Representing:</b>												
- External Restrictions	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	6,764,000	7,167,683	8,001,527	8,674,246	9,715,917	10,687,778	11,798,899	13,193,726	14,470,082	16,152,803	17,800,887	19,878,267
	<b>6,818,000</b>	<b>7,221,683</b>	<b>8,055,527</b>	<b>8,728,246</b>	<b>9,769,917</b>	<b>10,741,778</b>	<b>11,852,899</b>	<b>13,247,726</b>	<b>14,524,082</b>	<b>16,206,803</b>	<b>17,854,887</b>	<b>19,932,267</b>

Tenterfield Shire Council															
10 Year Financial Plan for the Years ending 30 June 2034															
FINANCIAL PERFORMANCE INDICATORS - SEWER FUND															
Scenario: NO SRV	Past Years				Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	31.64%	37.91%	29.53%	21.98%	37.44%	28.57%	30.72%	31.62%	28.50%	32.13%	36.85%	37.58%	39.67%	36.69%	39.94%
Own Source Operating Revenue Ratio 1)	97.53%	98.41%	98.10%	98.72%	98.69%	98.77%	98.80%	98.83%	98.86%	98.89%	98.92%	98.95%	98.98%	99.00%	99.03%
Unrestricted Current Ratio	32.77	42.23	36.56	17.28	47.44	43.59	44.68	46.62	45.31	48.25	52.79	53.83	56.87	194.04	221.50
Debt Service Cover Ratio 1)	9.5	11.77	6.42	6.06	8.14	7.61	8.17	8.59	8.36	9.29	10.50	11.03	11.87	11.69	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	0.00%	0.00%	0.00%	0.00%	5.25%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%	5.19%
Cash Expense Cover Ratio 1)	∞	∞	49.92	45.81	51.63	53.85	56.23	60.24	59.13	64.91	74.57	78.44	85.64	84.12	101.90
1) different Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	76.62%	0.00%	75.86%	36.20%	174.48%	125.87%	170.36%	119.77%	122.51%	128.97%	124.72%	162.58%	124.65%	123.51%	126.13%
Infrastructure Backlog Ratio	0.0097	0.0161	0.0213	0.0249	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio	1.0011	1	1	1	0.27	0.27	0.29	0.29	0.30	0.31	0.31	0.33	0.34	0.00	0.00
Capital Expenditure Ratio	0	0	0.0003	0.0087	1.58	1.03	1.40	0.98	1.00	1.04	1.00	1.30	1.00	0.98	1.02
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>															
Debt Service Ratio (old Note 13)					7.57%	6.94%	6.60%	6.27%	5.95%	5.65%	5.37%	5.10%	4.85%	4.60%	0.00%
Rates & Annual Charges Coverage Ratio					90.65%	87.78%	87.96%	88.14%	88.32%	88.48%	88.64%	88.79%	88.93%	89.07%	89.20%
<b>Fit For The Future (FFTF) Ratios</b>															
Operating Performance Ratio 1)					37.44%	28.57%	30.72%	31.62%	28.50%	32.13%	36.85%	37.58%	39.67%	36.69%	39.94%
Own Source Operating Revenue Ratio 1)					98.69%	98.77%	98.80%	98.83%	98.86%	98.89%	98.92%	98.95%	98.98%	99.00%	99.03%
Building & Infrastructure Asset Renewal Ratio					174.48%	125.87%	170.36%	119.77%	122.51%	128.97%	124.72%	162.58%	124.65%	123.51%	126.13%
Infrastructure Backlog Ratio					0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio					0.27	0.27	0.29	0.29	0.30	0.31	0.31	0.33	0.34	0.00	0.00
Debt Service Ratio					7.50%	6.88%	6.54%	6.21%	5.90%	5.61%	5.33%	5.06%	4.81%	4.56%	0.00%
Real Operating Expenditure per Capita Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) different Calculation to TCorp's calculation for same ratio															
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					37.44%	28.57%	30.72%	31.62%	28.50%	32.13%	36.85%	37.58%	39.67%	36.69%	39.94%
Own Source Operating Revenue Ratio 2)					98.35%	95.15%	95.35%	95.53%	95.71%	95.88%	96.04%	96.20%	96.35%	96.49%	96.63%
Unrestricted Current Ratio					47.44	43.59	44.68	46.62	45.31	48.25	52.79	53.83	56.87	194.04	221.50
Debt Service Cover Ratio 2)					8.14	7.61	8.17	8.59	8.36	9.29	10.50	11.03	11.87	11.69	0.00
Capital Expenditure Ratio					1.58	1.03	1.40	0.98	1.00	1.04	1.00	1.30	1.00	0.98	1.02
Infrastructure Backlog Ratio					0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio					0.27	0.27	0.29	0.29	0.30	0.31	0.31	0.33	0.34	0.00	0.00
Building & Infrastructure Renewals Ratio					174.48%	125.87%	170.36%	119.77%	122.51%	128.97%	124.72%	162.58%	124.65%	123.51%	126.13%
Cash Expense Cover Ratio 2)					72.84	60.80	64.09	68.13	65.54	72.65	83.93	87.26	95.28	91.67	101.99
Interest Cover Ratio					15.42	15.57	18.25	21.28	23.41	30.45	42.06	58.09	94.49	209.51	0.00
2) different Calculation to OLG's Note 13 & FFTF calculation for same ratio															

## SRV SCENARIO 1 – SRV 6.5% FOR 7 YEARS

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: SRV 6.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,871,000	13,926,647	14,981,067	15,877,157	16,830,333	17,842,787	18,917,788	20,054,740	21,261,107	22,542,921	23,429,543	24,354,382
User Charges & Fees	2,935,000	2,842,874	2,790,278	2,913,567	3,045,657	3,182,650	3,327,104	3,479,153	3,638,936	3,806,606	3,982,320	4,166,227
Other Revenues	805,000	551,201	522,816	535,651	548,917	562,626	576,797	591,448	606,592	622,254	638,451	655,201
Grants & Contributions provided for Operating Purposes	19,727,000	8,692,114	8,963,813	9,115,947	9,275,141	9,438,314	9,605,564	9,776,994	9,952,712	10,132,820	10,317,435	10,506,662
Grants & Contributions provided for Capital Purposes	33,671,000	355,032	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854	90,201	91,581
Interest & Investment Revenue	1,066,000	120,804	1,085,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>70,333,000</b>	<b>26,488,672</b>	<b>28,423,279</b>	<b>29,408,760</b>	<b>30,667,648</b>	<b>31,995,167</b>	<b>33,397,262</b>	<b>34,873,594</b>	<b>36,431,888</b>	<b>38,078,455</b>	<b>39,342,950</b>	<b>40,659,053</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,349,000	9,359,666	8,463,693	8,714,552	8,969,946	9,272,763	9,585,763	9,909,242	10,243,522	10,588,926	10,945,775	11,367,171
Borrowing Costs	963,000	921,019	900,501	854,006	815,087	774,459	729,087	682,986	636,524	583,736	528,701	476,052
Materials & Contracts	11,764,000	4,089,641	7,021,896	6,743,117	6,555,710	6,990,035	7,055,401	7,032,918	7,431,167	7,329,229	7,849,902	7,901,834
Depreciation & Amortisation	8,727,000	9,737,433	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342	7,821,618	7,818,029
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,423,666	2,702,144	2,865,796	3,125,268	3,401,705	3,709,098	4,050,146	4,431,852	4,858,148	5,334,687	5,867,251
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,534,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,127,000</b>	<b>26,812,644</b>	<b>28,138,254</b>	<b>28,235,497</b>	<b>28,546,061</b>	<b>29,435,124</b>	<b>29,994,017</b>	<b>30,447,963</b>	<b>31,365,547</b>	<b>31,690,407</b>	<b>32,850,735</b>	<b>33,809,640</b>
<b>Operating Result from Continuing Operations</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,173,263</b>	<b>2,121,587</b>	<b>2,560,043</b>	<b>3,403,245</b>	<b>4,425,631</b>	<b>5,066,341</b>	<b>6,388,048</b>	<b>6,492,215</b>	<b>6,849,413</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,173,263</b>	<b>2,121,587</b>	<b>2,560,043</b>	<b>3,403,245</b>	<b>4,425,631</b>	<b>5,066,341</b>	<b>6,388,048</b>	<b>6,492,215</b>	<b>6,849,413</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,535,000</b>	<b>(679,004)</b>	<b>204,720</b>	<b>1,091,825</b>	<b>2,038,987</b>	<b>2,476,253</b>	<b>3,318,236</b>	<b>4,339,372</b>	<b>4,978,800</b>	<b>6,299,194</b>	<b>6,402,014</b>	<b>6,757,832</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - CONSOLIDATED												
Scenario: SRV 6.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	34,891,000	31,037,503	33,761,756	35,868,952	38,270,808	41,601,230	44,528,975	49,182,131	54,383,978	60,620,639	66,817,032	72,847,138
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,604,000	2,159,995	2,242,812	2,341,229	2,446,347	2,556,437	2,672,824	2,795,303	2,924,498	3,060,764	3,185,716	3,315,955
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	14,249,000	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>52,965,000</b>	<b>47,613,157</b>	<b>50,470,773</b>	<b>52,673,832</b>	<b>55,172,481</b>	<b>58,622,498</b>	<b>61,670,831</b>	<b>66,449,500</b>	<b>71,790,232</b>	<b>78,162,240</b>	<b>84,494,290</b>	<b>90,657,595</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Infrastructure, Property, Plant & Equipment	581,546,000	580,344,382	577,155,988	575,212,776	573,859,979	572,097,143	571,486,309	570,126,220	568,891,244	567,840,123	567,017,242	566,833,941
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>581,810,000</b>	<b>580,670,249</b>	<b>577,480,472</b>	<b>575,535,877</b>	<b>574,181,697</b>	<b>572,417,478</b>	<b>571,805,261</b>	<b>570,443,789</b>	<b>569,207,430</b>	<b>568,154,926</b>	<b>567,330,662</b>	<b>567,145,978</b>
<b>TOTAL ASSETS</b>	<b>634,775,000</b>	<b>628,283,405</b>	<b>627,951,244</b>	<b>628,209,708</b>	<b>629,354,177</b>	<b>631,039,975</b>	<b>633,476,092</b>	<b>636,893,289</b>	<b>640,997,661</b>	<b>646,317,165</b>	<b>651,824,951</b>	<b>657,803,572</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,877,000	3,580,602	4,068,757	4,139,620	4,189,163	4,384,895	4,535,919	4,694,660	4,940,213	5,092,837	5,387,493	5,638,195
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,716,000	1,794,852	1,743,697	1,717,091	1,691,581	1,666,684	1,642,414	1,618,787	1,604,982	1,634,169	1,664,086	1,694,751
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	950,000	1,054,185	959,056	1,001,151	1,045,080	1,093,883	1,143,548	1,193,716	1,250,355	1,309,003	1,152,158	1,063,066
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	1,678,000	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,515,000</b>	<b>8,836,965</b>	<b>9,178,835</b>	<b>9,265,187</b>	<b>9,333,149</b>	<b>9,552,787</b>	<b>9,729,206</b>	<b>9,914,488</b>	<b>10,202,875</b>	<b>10,443,334</b>	<b>10,611,062</b>	<b>10,803,337</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	20,128,000	19,073,737	18,114,681	17,113,530	16,068,450	14,974,567	13,831,019	12,637,303	11,386,948	10,077,945	8,925,787	7,862,721
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,137,000	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>21,458,000</b>	<b>20,968,412</b>	<b>20,009,356</b>	<b>19,008,205</b>	<b>17,963,125</b>	<b>16,869,242</b>	<b>15,725,694</b>	<b>14,531,978</b>	<b>13,281,623</b>	<b>11,972,620</b>	<b>10,820,462</b>	<b>9,757,396</b>
<b>TOTAL LIABILITIES</b>	<b>35,973,000</b>	<b>29,805,377</b>	<b>29,188,191</b>	<b>28,273,392</b>	<b>27,296,274</b>	<b>26,422,029</b>	<b>25,454,900</b>	<b>24,446,466</b>	<b>23,484,498</b>	<b>22,415,954</b>	<b>21,431,525</b>	<b>20,560,733</b>
<b>Net Assets</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>599,936,316</b>	<b>602,057,903</b>	<b>604,617,946</b>	<b>608,021,191</b>	<b>612,446,822</b>	<b>617,513,163</b>	<b>623,901,211</b>	<b>630,393,426</b>	<b>637,242,839</b>
<b>EQUITY</b>												
Retained Earnings	224,461,000	224,137,028	224,422,053	225,595,316	227,716,903	230,276,946	233,680,191	238,105,822	243,172,163	249,560,211	256,052,426	262,901,839
Revaluation Reserves	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	598,802,000	598,478,028	598,763,053	599,936,316	602,057,903	604,617,946	608,021,191	612,446,822	617,513,163	623,901,211	630,393,426	637,242,839
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>599,936,316</b>	<b>602,057,903</b>	<b>604,617,946</b>	<b>608,021,191</b>	<b>612,446,822</b>	<b>617,513,163</b>	<b>623,901,211</b>	<b>630,393,426</b>	<b>637,242,839</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: SRV 6.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	11,876,000	13,743,886	14,932,601	15,842,359	16,793,362	17,803,604	18,876,279	20,011,096	21,214,954	22,493,967	23,385,945	24,308,686
User Charges & Fees	3,110,000	2,860,592	2,751,476	2,873,702	3,002,527	3,137,917	3,279,711	3,429,062	3,586,109	3,751,002	3,923,895	4,104,942
Investment & Interest Revenue Received	1,034,000	84,886	1,075,950	874,631	873,949	873,190	872,303	871,480	870,455	869,426	878,680	878,842
Grants & Contributions	38,706,000	6,079,511	8,993,013	9,165,364	9,326,568	9,491,401	9,660,352	9,833,527	10,020,197	10,244,453	10,430,985	10,622,175
Bonds & Deposits Received	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-	-
Other	5,044,000	2,243,638	536,250	528,048	541,012	554,477	568,394	582,782	597,655	613,035	628,941	645,390
<b>Payments:</b>												
Employee Benefits & On-Costs	(8,673,000)	(9,450,352)	(8,476,025)	(8,712,070)	(8,967,657)	(9,269,736)	(9,582,632)	(9,906,004)	(10,240,172)	(10,585,461)	(10,942,191)	(11,363,464)
Materials & Contracts	(15,290,000)	(6,232,677)	(6,565,982)	(6,711,362)	(6,550,842)	(6,848,774)	(6,956,128)	(6,936,947)	(7,250,917)	(7,243,895)	(7,640,822)	(7,749,576)
Borrowing Costs	(713,000)	(1,018,025)	(909,891)	(862,376)	(823,809)	(783,549)	(738,585)	(692,897)	(646,851)	(594,534)	(539,986)	(486,473)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	(970,000)	(2,176,602)	(2,680,783)	(2,844,802)	(3,089,089)	(3,362,581)	(3,665,510)	(4,001,719)	(4,377,506)	(4,797,320)	(5,266,540)	(5,790,938)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>34,236,000</b>	<b>6,134,856</b>	<b>9,656,608</b>	<b>10,153,494</b>	<b>11,106,022</b>	<b>11,595,950</b>	<b>12,314,184</b>	<b>13,190,380</b>	<b>13,773,924</b>	<b>14,750,673</b>	<b>14,858,907</b>	<b>15,169,583</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	206,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(38,876,000)	(8,988,276)	(5,878,171)	(7,087,241)	(7,703,016)	(7,220,448)	(8,292,556)	(7,393,676)	(7,378,361)	(7,263,658)	(7,353,511)	(7,987,319)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,625,000)</b>	<b>(9,038,276)</b>	<b>(5,878,171)</b>	<b>(7,087,241)</b>	<b>(7,703,016)</b>	<b>(7,220,448)</b>	<b>(8,292,556)</b>	<b>(7,393,676)</b>	<b>(7,378,361)</b>	<b>(7,263,658)</b>	<b>(7,353,511)</b>	<b>(7,987,319)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	3,100,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(871,000)	(950,077)	(1,054,185)	(959,056)	(1,001,151)	(1,045,080)	(1,093,883)	(1,143,548)	(1,193,716)	(1,250,355)	(1,309,003)	(1,152,158)
Repayment of lease liabilities (principal repayments)	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,173,000</b>	<b>(950,077)</b>	<b>(1,054,185)</b>	<b>(959,056)</b>	<b>(1,001,151)</b>	<b>(1,045,080)</b>	<b>(1,093,883)</b>	<b>(1,143,548)</b>	<b>(1,193,716)</b>	<b>(1,250,355)</b>	<b>(1,309,003)</b>	<b>(1,152,158)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,216,000)</b>	<b>(3,853,497)</b>	<b>2,724,252</b>	<b>2,107,197</b>	<b>2,401,855</b>	<b>3,330,422</b>	<b>2,927,745</b>	<b>4,653,156</b>	<b>5,201,847</b>	<b>6,236,661</b>	<b>6,196,393</b>	<b>6,030,106</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>37,107,000</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,868,952</b>	<b>38,270,808</b>	<b>41,601,230</b>	<b>44,528,975</b>	<b>49,182,131</b>	<b>54,383,978</b>	<b>60,620,639</b>	<b>66,817,032</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,868,952</b>	<b>38,270,808</b>	<b>41,601,230</b>	<b>44,528,975</b>	<b>49,182,131</b>	<b>54,383,978</b>	<b>60,620,639</b>	<b>66,817,032</b>	<b>72,847,138</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,868,952</b>	<b>38,270,808</b>	<b>41,601,230</b>	<b>44,528,975</b>	<b>49,182,131</b>	<b>54,383,978</b>	<b>60,620,639</b>	<b>66,817,032</b>	<b>72,847,138</b>
<b>Investments - end of the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,868,952</b>	<b>38,270,808</b>	<b>41,601,230</b>	<b>44,528,975</b>	<b>49,182,131</b>	<b>54,383,978</b>	<b>60,620,639</b>	<b>66,817,032</b>	<b>72,847,138</b>
<b>Representing:</b>												
- External Restrictions	28,857,000	29,327,971	31,655,893	33,821,393	36,274,210	39,575,631	42,140,118	46,463,543	50,904,095	56,119,804	61,600,518	67,935,132
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,452,440)	(3,503,402)	(3,474,401)	(3,111,143)	(2,781,412)	(2,020,117)	(999,166)	(283,487)	(587,994)
	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>35,868,952</b>	<b>38,270,808</b>	<b>41,601,230</b>	<b>44,528,975</b>	<b>49,182,131</b>	<b>54,383,978</b>	<b>60,620,639</b>	<b>66,817,032</b>	<b>72,847,138</b>

Tenterfield Shire Council															
10 Year Financial Plan for the Years ending 30 June 2034															
FINANCIAL PERFORMANCE INDICATORS															
Scenario: SRV 6.5% for 7 Years															
	Past Years				Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	1.14%	1.12%	12.81%	16.55%	-1.52%	1.79%	4.78%	7.71%	8.78%	10.97%	13.46%	14.67%	17.53%	17.25%	17.59%
Own Source Operating Revenue Ratio 1)	39.63%	31.97%	32.79%	24.08%	65.85%	68.18%	68.73%	69.49%	70.24%	70.98%	71.72%	72.44%	73.16%	73.55%	73.93%
Unrestricted Current Ratio	2.17	2.25	1.95	2.73	3.39	3.30	3.24	3.19	3.08	3.06	3.02	3.04	3.13	3.10	2.97
Debt Service Cover Ratio 1)	6.4945	6.9784	9.02	8.34	5.48	5.20	6.07	6.57	6.73	7.11	7.55	7.78	8.29	8.23	9.48
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.55%	4.41%	4.01%	3.86%	4.97%	4.93%	4.92%	4.91%	4.90%	4.90%	4.89%	4.89%	4.88%	4.89%	4.91%
Cash Expense Cover Ratio 1)	8.7738	7.8793	22.77	15.76	18.75	20.54	21.38	22.43	23.38	24.25	26.02	27.53	29.73	31.20	32.93
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	102.03%	151.93%	42.77%	207.22%	90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio	0.05	0.06	0.05	0.04	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio	1.00	1.00	1.00	1.00	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Capital Expenditure Ratio	0.04	0.04	0.03	0.05	0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>															
Debt Service Ratio (old Note 13)					8.16%	7.82%	6.98%	6.67%	6.38%	6.09%	5.82%	5.56%	5.31%	5.13%	4.39%
Rates & Annual Charges Coverage Ratio					52.58%	52.71%	53.99%	54.88%	55.77%	56.64%	57.51%	58.36%	59.20%	59.55%	59.90%
<b>Fit For The Future (FFTF) Ratios</b>															
Operating Performance Ratio 1)					-1.52%	1.79%	4.78%	7.71%	8.78%	10.97%	13.46%	14.67%	17.53%	17.25%	17.59%
Own Source Operating Revenue Ratio 1)					65.85%	68.18%	68.73%	69.49%	70.24%	70.98%	71.72%	72.44%	73.16%	73.55%	73.93%
Building & Infrastructure Asset Renewal Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Debt Service Ratio					7.14%	6.90%	6.18%	5.94%	5.70%	5.47%	5.25%	5.04%	4.83%	4.68%	4.01%
Real Operating Expenditure per Capita Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					-2.60%	0.72%	3.72%	6.67%	7.76%	9.96%	12.47%	13.70%	16.58%	16.31%	16.66%
Own Source Operating Revenue Ratio 2)					63.31%	62.52%	63.89%	64.81%	65.71%	66.61%	67.48%	68.35%	69.20%	69.67%	70.15%
Unrestricted Current Ratio					3.39	3.30	3.24	3.19	3.08	3.06	3.02	3.04	3.13	3.10	2.97
Debt Service Cover Ratio 2)					5.33	5.04	5.90	6.40	6.55	6.93	7.36	7.59	8.10	8.03	9.24
Capital Expenditure Ratio					0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Building & Infrastructure Renewals Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Cash Expense Cover Ratio 2)					23.06	21.91	23.10	24.21	24.97	25.83	27.66	29.06	31.44	32.73	34.26
Interest Cover Ratio					10.84	10.94	12.52	14.25	15.39	17.32	19.69	21.81	25.44	27.90	31.62
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio															

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: SRV 6.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,850,000	6,775,281	7,166,133	7,645,220	8,156,078	8,700,810	9,281,656	9,901,001	10,561,393	11,265,544	11,547,182	11,835,861
User Charges & Fees	849,000	830,295	671,894	686,818	702,114	717,790	733,860	750,332	767,214	784,520	802,257	820,436
Other Revenues	455,000	494,959	464,907	476,020	487,508	499,379	511,652	524,341	537,458	551,025	565,056	579,568
Grants & Contributions provided for Operating Purposes	19,515,000	8,462,902	8,728,871	8,875,132	9,028,305	9,185,307	9,346,232	9,511,179	9,680,252	9,853,549	10,031,182	10,213,253
Grants & Contributions provided for Capital Purposes	25,719,000	331,032	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612	60,227	60,858
Interest & Investment Revenue	855,000	120,804	880,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>52,501,000</b>	<b>17,015,272</b>	<b>17,967,510</b>	<b>18,419,413</b>	<b>19,110,759</b>	<b>19,840,584</b>	<b>20,611,255</b>	<b>21,425,279</b>	<b>22,285,329</b>	<b>23,194,250</b>	<b>23,685,904</b>	<b>24,189,976</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,828,000	7,872,803	6,813,641	7,015,005	7,210,913	7,452,174	7,701,447	7,958,979	8,224,999	8,499,759	8,783,498	9,129,199
Borrowing Costs	311,000	418,953	419,638	398,272	384,174	369,495	352,257	336,711	320,931	301,887	282,564	263,391
Materials & Contracts	8,103,000	1,254,921	3,304,015	2,886,253	2,611,311	2,780,682	2,815,937	2,820,448	2,989,793	2,892,296	3,083,788	3,095,500
Depreciation & Amortisation	6,197,000	7,046,855	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115	5,070,619	5,067,030
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,203,672	2,332,615	2,459,343	2,677,735	2,913,906	3,177,021	3,469,347	3,797,403	4,164,587	4,575,950	5,036,605
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,435,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,664,000</b>	<b>19,078,423</b>	<b>19,207,543</b>	<b>19,108,672</b>	<b>19,244,451</b>	<b>19,777,614</b>	<b>20,218,701</b>	<b>20,616,793</b>	<b>21,197,133</b>	<b>21,431,670</b>	<b>22,166,471</b>	<b>22,971,028</b>
<b>Operating Result from Continuing Operations</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(689,259)</b>	<b>(133,692)</b>	<b>62,970</b>	<b>392,554</b>	<b>808,486</b>	<b>1,088,196</b>	<b>1,762,580</b>	<b>1,519,433</b>	<b>1,218,948</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(689,259)</b>	<b>(133,692)</b>	<b>62,970</b>	<b>392,554</b>	<b>808,486</b>	<b>1,088,196</b>	<b>1,762,580</b>	<b>1,519,433</b>	<b>1,218,948</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,118,000</b>	<b>(2,394,183)</b>	<b>(1,295,738)</b>	<b>(745,482)</b>	<b>(190,446)</b>	<b>5,672</b>	<b>334,699</b>	<b>750,060</b>	<b>1,029,184</b>	<b>1,702,968</b>	<b>1,459,206</b>	<b>1,158,090</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - GENERAL FUND												
Scenario: SRV 6.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	15,852,000	11,527,532	11,923,862	11,865,560	11,814,598	11,843,599	12,206,857	12,536,588	13,297,883	14,318,834	15,034,513	14,730,006
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,396,000	930,278	932,718	963,269	995,551	1,029,510	1,065,324	1,102,981	1,142,732	1,184,644	1,210,619	1,236,971
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>30,429,000</b>	<b>24,597,719</b>	<b>25,047,036</b>	<b>25,016,729</b>	<b>24,989,725</b>	<b>25,062,190</b>	<b>25,465,463</b>	<b>25,835,885</b>	<b>26,646,621</b>	<b>27,708,565</b>	<b>28,460,925</b>	<b>28,185,729</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	498,898,000	497,675,344	495,771,256	494,709,844	494,178,309	493,859,612	493,488,377	493,559,857	493,507,168	493,801,004	494,244,010	495,368,427
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>499,162,000</b>	<b>497,987,961</b>	<b>496,082,490</b>	<b>495,019,695</b>	<b>494,486,777</b>	<b>494,166,697</b>	<b>493,794,079</b>	<b>493,864,176</b>	<b>493,810,104</b>	<b>494,102,557</b>	<b>494,544,180</b>	<b>495,667,214</b>
<b>TOTAL ASSETS</b>	<b>529,591,000</b>	<b>522,585,679</b>	<b>521,129,525</b>	<b>520,036,424</b>	<b>519,476,501</b>	<b>519,228,886</b>	<b>519,259,541</b>	<b>519,700,060</b>	<b>520,456,724</b>	<b>521,811,122</b>	<b>523,005,104</b>	<b>523,852,942</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,979,000	3,315,849	3,700,078	3,751,786	3,797,295	3,975,822	4,123,087	4,282,759	4,497,702	4,658,222	4,924,122	5,167,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,146,000	1,382,249	1,380,778	1,403,849	1,428,008	1,452,772	1,478,154	1,504,170	1,530,838	1,558,171	1,586,189	1,614,906
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	516,000	598,879	478,622	495,898	513,876	534,546	553,656	573,142	596,036	619,368	642,708	577,144
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	298,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,233,000</b>	<b>6,570,977</b>	<b>6,833,478</b>	<b>6,925,533</b>	<b>7,013,179</b>	<b>7,237,140</b>	<b>7,428,897</b>	<b>7,634,072</b>	<b>7,898,576</b>	<b>8,109,761</b>	<b>8,427,019</b>	<b>8,633,053</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	9,999,000	9,400,853	8,922,231	8,426,333	7,912,457	7,377,911	6,824,255	6,251,113	5,655,077	5,035,709	4,393,001	3,815,857
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	(845,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>9,347,000</b>	<b>9,066,853</b>	<b>8,588,231</b>	<b>8,092,333</b>	<b>7,578,457</b>	<b>7,043,911</b>	<b>6,490,255</b>	<b>5,917,113</b>	<b>5,321,077</b>	<b>4,701,709</b>	<b>4,059,001</b>	<b>3,481,857</b>
<b>TOTAL LIABILITIES</b>	<b>20,580,000</b>	<b>15,637,830</b>	<b>15,421,709</b>	<b>15,017,866</b>	<b>14,591,636</b>	<b>14,281,051</b>	<b>13,919,152</b>	<b>13,551,185</b>	<b>13,219,653</b>	<b>12,811,470</b>	<b>12,486,020</b>	<b>12,114,910</b>
<b>Net Assets</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,018,557</b>	<b>504,884,865</b>	<b>504,947,835</b>	<b>505,340,389</b>	<b>506,148,875</b>	<b>507,237,071</b>	<b>508,999,651</b>	<b>510,519,084</b>	<b>511,738,032</b>
<b>EQUITY</b>												
Retained Earnings	178,413,000	176,349,849	175,109,816	174,420,557	174,286,865	174,349,835	174,742,389	175,550,875	176,639,071	178,401,651	179,921,084	181,140,032
Revaluation Reserves	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	509,011,000	506,947,849	505,707,816	505,018,557	504,884,865	504,947,835	505,340,389	506,148,875	507,237,071	508,999,651	510,519,084	511,738,032
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,018,557</b>	<b>504,884,865</b>	<b>504,947,835</b>	<b>505,340,389</b>	<b>506,148,875</b>	<b>507,237,071</b>	<b>508,999,651</b>	<b>510,519,084</b>	<b>511,738,032</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: SRV 6.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,684,609	7,159,576	7,637,182	8,147,507	8,691,671	9,271,911	9,890,610	10,550,313	11,253,730	11,542,457	11,831,018
User Charges & Fees	-	822,507	670,518	686,948	702,247	717,926	734,000	750,475	767,361	784,670	802,411	820,594
Investment & Interest Revenue Received	-	71,886	870,950	669,831	668,949	668,190	667,303	666,480	665,455	664,426	673,680	673,842
Grants & Contributions	-	5,984,753	8,783,432	8,949,295	9,103,845	9,261,861	9,423,824	9,589,835	9,760,000	9,934,415	10,113,195	10,296,441
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-	-
Other	-	2,153,212	478,795	468,909	480,120	491,773	503,819	516,274	529,150	542,466	556,240	570,485
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,942,188)	(6,826,909)	(7,012,842)	(7,209,007)	(7,449,544)	(7,698,727)	(7,956,166)	(8,222,089)	(8,496,749)	(8,780,385)	(9,125,980)
Materials & Contracts	-	(2,849,705)	(2,943,259)	(2,865,141)	(2,599,961)	(2,650,272)	(2,711,422)	(2,714,759)	(2,831,070)	(2,789,732)	(2,893,983)	(2,940,578)
Borrowing Costs	-	(420,955)	(425,627)	(403,058)	(389,133)	(374,634)	(357,602)	(342,248)	(326,662)	(307,847)	(288,758)	(269,818)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	-	(1,956,608)	(2,311,254)	(2,438,349)	(2,641,556)	(2,874,782)	(3,133,433)	(3,420,920)	(3,743,057)	(4,103,759)	(4,507,803)	(4,960,292)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,547,509	5,456,221	5,692,573	6,263,011	6,482,190	6,699,672	6,979,582	7,149,401	7,481,621	7,217,053	6,895,712
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,306,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,356,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(4,324,468)	396,330	(58,302)	(50,962)	29,002	363,258	329,731	761,295	1,020,951	715,679	(304,508)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	15,852,000	11,527,532	11,923,862	11,865,560	11,814,598	11,843,599	12,206,857	12,536,588	13,297,883	14,318,834	15,034,513
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,865,560</b>	<b>11,814,598</b>	<b>11,843,599</b>	<b>12,206,857</b>	<b>12,536,588</b>	<b>13,297,883</b>	<b>14,318,834</b>	<b>15,034,513</b>	<b>14,730,006</b>
Cash & Cash Equivalents - end of the year	15,852,000	11,527,532	11,923,862	11,865,560	11,814,598	11,843,599	12,206,857	12,536,588	13,297,883	14,318,834	15,034,513	14,730,006
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,865,560</b>	<b>11,814,598</b>	<b>11,843,599</b>	<b>12,206,857</b>	<b>12,536,588</b>	<b>13,297,883</b>	<b>14,318,834</b>	<b>15,034,513</b>	<b>14,730,006</b>
<b>Representing:</b>												
- External Restrictions	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,452,440)	(3,503,402)	(3,474,401)	(3,111,143)	(2,781,412)	(2,020,117)	(999,166)	(283,487)	(587,994)
	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>11,865,560</b>	<b>11,814,598</b>	<b>11,843,599</b>	<b>12,206,857</b>	<b>12,536,588</b>	<b>13,297,883</b>	<b>14,318,834</b>	<b>15,034,513</b>	<b>14,730,006</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND											
Scenario: SRV 6.5% for 7 years											
	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-2.36%	0.68%	1.68%	3.26%	5.12%	6.22%	8.92%	7.74%	6.37%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	51.51%	52.46%	53.42%	54.37%	55.33%	56.30%	57.26%	57.39%	57.53%
Unrestricted Current Ratio	3.39	3.30	3.24	3.19	3.08	3.06	3.02	3.04	3.13	3.10	2.97
Debt Service Cover Ratio 1)	5.73	5.36	6.85	7.45	7.51	7.73	7.99	8.07	8.44	7.96	7.58
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.74%	3.67%	3.67%	3.68%	3.68%	3.68%	3.68%	3.68%	3.69%	3.68%	3.68%
Cash Expense Cover Ratio 1)	10.08	10.88	10.75	10.60	10.22	10.15	10.04	10.17	10.55	10.56	9.85
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	6.80%	6.87%	5.75%	5.52%	5.30%	5.09%	4.88%	4.69%	4.50%	4.41%	4.33%
Rates & Annual Charges Coverage Ratio	39.82%	39.88%	41.51%	42.68%	43.85%	45.03%	46.21%	47.39%	48.57%	48.75%	48.93%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-2.36%	0.68%	1.68%	3.26%	5.12%	6.22%	8.92%	7.74%	6.37%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	51.51%	52.46%	53.42%	54.37%	55.33%	56.30%	57.26%	57.39%	57.53%
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Debt Service Ratio	5.57%	5.69%	4.78%	4.62%	4.47%	4.31%	4.17%	4.02%	3.88%	3.82%	3.76%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	-14.35%	-7.23%	-4.06%	-1.00%	0.03%	1.63%	3.51%	4.63%	7.36%	6.18%	4.80%
Own Source Operating Revenue Ratio 2)	44.70%	43.62%	45.24%	46.35%	47.47%	48.59%	49.71%	50.83%	51.95%	52.14%	52.32%
Unrestricted Current Ratio	3.39	3.30	3.24	3.19	3.08	3.06	3.02	3.04	3.13	3.10	2.97
Debt Service Cover Ratio 2)	5.43	5.06	6.49	7.08	7.14	7.36	7.61	7.67	8.04	7.55	7.16
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Building & Infrastructure Renewals Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Cash Expense Cover Ratio 2)	11.91	11.22	11.24	11.06	10.55	10.44	10.31	10.39	10.79	10.73	10.02
Interest Cover Ratio	12.11	12.29	14.29	16.23	17.08	18.52	20.12	21.38	23.91	24.11	24.63
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

## SRV SCENARIO 2 – SRV 8.5% FOR 7 YEARS

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: SRV 8.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,871,000	13,926,647	14,981,067	16,027,123	17,153,135	18,363,927	19,665,669	21,060,965	22,560,804	24,175,100	25,102,527	26,069,191
User Charges & Fees	2,935,000	2,842,874	2,790,278	2,913,567	3,045,657	3,182,650	3,327,104	3,479,153	3,638,936	3,806,606	3,982,320	4,166,227
Other Revenues	805,000	551,201	522,816	535,651	548,917	562,626	576,797	591,448	606,592	622,254	638,451	655,201
Grants & Contributions provided for Operating Purposes	19,727,000	8,692,114	8,963,813	9,115,947	9,275,141	9,438,314	9,605,564	9,776,994	9,952,712	10,132,820	10,317,435	10,506,662
Grants & Contributions provided for Capital Purposes	33,671,000	355,032	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854	90,201	91,581
Interest & Investment Revenue	1,066,000	120,804	1,085,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>70,333,000</b>	<b>26,488,672</b>	<b>28,423,279</b>	<b>29,558,726</b>	<b>30,990,450</b>	<b>32,516,307</b>	<b>34,145,143</b>	<b>35,879,819</b>	<b>37,731,585</b>	<b>39,710,634</b>	<b>41,015,934</b>	<b>42,373,862</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,349,000	9,359,666	8,463,693	8,714,552	8,969,946	9,272,763	9,585,763	9,909,242	10,243,522	10,588,926	10,945,775	11,367,171
Borrowing Costs	963,000	921,019	900,501	854,006	815,087	774,459	729,087	682,986	636,524	583,736	528,701	476,052
Materials & Contracts	11,764,000	4,089,641	7,021,896	6,743,117	6,555,710	6,990,035	7,055,401	7,032,918	7,431,167	7,329,229	7,849,902	7,901,834
Depreciation & Amortisation	8,727,000	9,737,433	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342	7,821,618	7,818,029
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,423,666	2,702,144	2,865,796	3,125,268	3,401,705	3,709,098	4,050,146	4,431,852	4,858,148	5,334,687	5,867,251
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,534,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,127,000</b>	<b>26,812,644</b>	<b>28,138,254</b>	<b>28,235,497</b>	<b>28,546,061</b>	<b>29,435,124</b>	<b>29,994,017</b>	<b>30,447,963</b>	<b>31,365,547</b>	<b>31,690,407</b>	<b>32,850,735</b>	<b>33,809,640</b>
<b>Operating Result from Continuing Operations</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,323,229</b>	<b>2,444,389</b>	<b>3,081,183</b>	<b>4,151,126</b>	<b>5,431,856</b>	<b>6,366,038</b>	<b>8,020,227</b>	<b>8,165,199</b>	<b>8,564,222</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,323,229</b>	<b>2,444,389</b>	<b>3,081,183</b>	<b>4,151,126</b>	<b>5,431,856</b>	<b>6,366,038</b>	<b>8,020,227</b>	<b>8,165,199</b>	<b>8,564,222</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,535,000</b>	<b>(679,004)</b>	<b>204,720</b>	<b>1,241,791</b>	<b>2,361,789</b>	<b>2,997,393</b>	<b>4,066,117</b>	<b>5,345,597</b>	<b>6,278,497</b>	<b>7,931,373</b>	<b>8,074,998</b>	<b>8,472,641</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - CONSOLIDATED												
Scenario: SRV 8.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	34,891,000	31,037,503	33,761,756	36,013,107	38,731,021	42,574,798	46,241,477	51,890,615	58,380,474	66,236,026	74,103,315	81,846,086
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,604,000	2,159,995	2,242,812	2,347,041	2,458,901	2,576,777	2,702,112	2,834,833	2,975,713	3,125,266	3,252,307	3,384,689
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	14,249,000	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>52,965,000</b>	<b>47,613,157</b>	<b>50,470,773</b>	<b>52,823,798</b>	<b>55,645,249</b>	<b>59,616,406</b>	<b>63,412,620</b>	<b>69,197,514</b>	<b>75,837,943</b>	<b>83,842,130</b>	<b>91,847,164</b>	<b>99,725,278</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Infrastructure, Property, Plant & Equipment	581,546,000	580,344,382	577,155,988	575,212,776	573,859,979	572,097,143	571,486,309	570,126,220	568,891,244	567,840,123	567,017,242	566,833,941
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>581,810,000</b>	<b>580,670,249</b>	<b>577,480,472</b>	<b>575,535,877</b>	<b>574,181,697</b>	<b>572,417,478</b>	<b>571,805,261</b>	<b>570,443,789</b>	<b>569,207,430</b>	<b>568,154,926</b>	<b>567,330,662</b>	<b>567,145,978</b>
<b>TOTAL ASSETS</b>	<b>634,775,000</b>	<b>628,283,405</b>	<b>627,951,244</b>	<b>628,359,674</b>	<b>629,826,945</b>	<b>632,033,883</b>	<b>635,217,881</b>	<b>639,641,303</b>	<b>645,045,372</b>	<b>651,997,055</b>	<b>659,177,825</b>	<b>666,871,255</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,877,000	3,580,602	4,068,757	4,139,620	4,189,163	4,384,895	4,535,919	4,694,660	4,940,213	5,092,837	5,387,493	5,638,195
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,716,000	1,794,852	1,743,697	1,717,091	1,691,581	1,666,684	1,642,414	1,618,787	1,604,982	1,634,169	1,664,086	1,694,751
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	950,000	1,054,185	959,056	1,001,151	1,045,080	1,093,883	1,143,548	1,193,716	1,250,355	1,309,003	1,152,158	1,063,066
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	1,678,000	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,515,000</b>	<b>8,836,965</b>	<b>9,178,835</b>	<b>9,265,187</b>	<b>9,333,149</b>	<b>9,552,787</b>	<b>9,729,206</b>	<b>9,914,488</b>	<b>10,202,875</b>	<b>10,443,334</b>	<b>10,611,062</b>	<b>10,803,337</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	20,128,000	19,073,737	18,114,681	17,113,530	16,068,450	14,974,567	13,831,019	12,637,303	11,386,948	10,077,945	8,925,787	7,862,721
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,137,000	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>21,458,000</b>	<b>20,968,412</b>	<b>20,009,356</b>	<b>19,008,205</b>	<b>17,963,125</b>	<b>16,869,242</b>	<b>15,725,694</b>	<b>14,531,978</b>	<b>13,281,623</b>	<b>11,972,620</b>	<b>10,820,462</b>	<b>9,757,396</b>
<b>TOTAL LIABILITIES</b>	<b>35,973,000</b>	<b>29,805,377</b>	<b>29,188,191</b>	<b>28,273,392</b>	<b>27,296,274</b>	<b>26,422,029</b>	<b>25,454,900</b>	<b>24,446,466</b>	<b>23,484,498</b>	<b>22,415,954</b>	<b>21,431,525</b>	<b>20,560,733</b>
<b>Net Assets</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>600,086,282</b>	<b>602,530,671</b>	<b>605,611,854</b>	<b>609,762,980</b>	<b>615,194,836</b>	<b>621,560,874</b>	<b>629,581,101</b>	<b>637,746,300</b>	<b>646,310,522</b>
<b>EQUITY</b>												
Retained Earnings	224,461,000	224,137,028	224,422,053	225,745,282	228,189,671	231,270,854	235,421,980	240,853,836	247,219,874	255,240,101	263,405,300	271,969,522
Revaluation Reserves	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	598,802,000	598,478,028	598,763,053	600,086,282	602,530,671	605,611,854	609,762,980	615,194,836	621,560,874	629,581,101	637,746,300	646,310,522
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>600,086,282</b>	<b>602,530,671</b>	<b>605,611,854</b>	<b>609,762,980</b>	<b>615,194,836</b>	<b>621,560,874</b>	<b>629,581,101</b>	<b>637,746,300</b>	<b>646,310,522</b>

**Tenterfield Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**CASH FLOW STATEMENT - CONSOLIDATED**  
**Scenario: SRV 8.5% for 7 Years**

	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	11,876,000	13,743,886	14,932,601	15,989,809	17,113,265	18,321,416	19,620,355	21,012,986	22,509,727	24,120,567	25,058,245	26,022,793
User Charges & Fees	3,110,000	2,860,592	2,751,476	2,873,702	3,002,527	3,137,917	3,279,711	3,429,062	3,586,109	3,751,002	3,923,895	4,104,942
Investment & Interest Revenue Received	1,034,000	84,886	1,075,950	871,336	870,106	868,733	867,160	865,571	863,694	861,717	877,277	877,400
Grants & Contributions	38,706,000	6,079,511	8,993,013	9,165,364	9,326,568	9,491,401	9,660,352	9,833,527	10,020,197	10,244,453	10,430,985	10,622,175
Bonds & Deposits Received	112,000	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-
Other	5,044,000	2,243,638	536,250	528,048	541,012	554,477	568,394	582,782	597,655	613,035	628,941	645,390
<b>Payments:</b>												
Employee Benefits & On-Costs	(8,673,000)	(9,450,352)	(8,476,025)	(8,712,070)	(8,967,657)	(9,269,736)	(9,582,632)	(9,906,004)	(10,240,172)	(10,585,461)	(10,942,191)	(11,363,464)
Materials & Contracts	(15,290,000)	(6,232,677)	(6,565,982)	(6,711,362)	(6,550,842)	(6,848,774)	(6,956,128)	(6,936,947)	(7,250,917)	(7,243,895)	(7,640,822)	(7,749,576)
Borrowing Costs	(713,000)	(1,018,025)	(909,891)	(862,376)	(823,809)	(783,549)	(738,585)	(692,897)	(646,851)	(594,534)	(539,986)	(486,473)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	(970,000)	(2,176,602)	(2,680,783)	(2,844,802)	(3,089,089)	(3,362,581)	(3,665,510)	(4,001,719)	(4,377,506)	(4,797,320)	(5,266,540)	(5,790,938)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>34,236,000</b>	<b>6,134,856</b>	<b>9,656,608</b>	<b>10,297,648</b>	<b>11,422,081</b>	<b>12,109,305</b>	<b>13,053,117</b>	<b>14,186,362</b>	<b>15,061,936</b>	<b>16,369,565</b>	<b>16,529,803</b>	<b>16,882,248</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	206,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(38,876,000)	(8,988,276)	(5,878,171)	(7,087,241)	(7,703,016)	(7,220,448)	(8,292,556)	(7,393,676)	(7,378,361)	(7,263,658)	(7,353,511)	(7,987,319)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,625,000)</b>	<b>(9,038,276)</b>	<b>(5,878,171)</b>	<b>(7,087,241)</b>	<b>(7,703,016)</b>	<b>(7,220,448)</b>	<b>(8,292,556)</b>	<b>(7,393,676)</b>	<b>(7,378,361)</b>	<b>(7,263,658)</b>	<b>(7,353,511)</b>	<b>(7,987,319)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	3,100,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(871,000)	(950,077)	(1,054,185)	(959,056)	(1,001,151)	(1,045,080)	(1,093,883)	(1,143,548)	(1,193,716)	(1,250,355)	(1,309,003)	(1,152,158)
Repayment of lease liabilities (principal repayments)	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,173,000</b>	<b>(950,077)</b>	<b>(1,054,185)</b>	<b>(959,056)</b>	<b>(1,001,151)</b>	<b>(1,045,080)</b>	<b>(1,093,883)</b>	<b>(1,143,548)</b>	<b>(1,193,716)</b>	<b>(1,250,355)</b>	<b>(1,309,003)</b>	<b>(1,152,158)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,216,000)</b>	<b>(3,853,497)</b>	<b>2,724,252</b>	<b>2,251,351</b>	<b>2,717,914</b>	<b>3,843,777</b>	<b>3,666,678</b>	<b>5,649,138</b>	<b>6,489,860</b>	<b>7,855,552</b>	<b>7,867,289</b>	<b>7,742,771</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>37,107,000</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,013,107</b>	<b>38,731,021</b>	<b>42,574,798</b>	<b>46,241,477</b>	<b>51,890,615</b>	<b>58,380,474</b>	<b>66,236,026</b>	<b>74,103,315</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,013,107</b>	<b>38,731,021</b>	<b>42,574,798</b>	<b>46,241,477</b>	<b>51,890,615</b>	<b>58,380,474</b>	<b>66,236,026</b>	<b>74,103,315</b>	<b>81,846,086</b>
Cash & Cash Equivalents - end of the year	34,891,000	31,037,503	33,761,756	36,013,107	38,731,021	42,574,798	46,241,477	51,890,615	58,380,474	66,236,026	74,103,315	81,846,086
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,013,107</b>	<b>38,731,021</b>	<b>42,574,798</b>	<b>46,241,477</b>	<b>51,890,615</b>	<b>58,380,474</b>	<b>66,236,026</b>	<b>74,103,315</b>	<b>81,846,086</b>
<b>Representing:</b>												
- External Restrictions	28,857,000	29,327,971	31,655,893	33,821,393	36,274,210	39,575,631	42,140,118	46,463,543	50,904,095	56,119,804	61,600,518	67,935,132
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,308,286)	(3,043,189)	(2,500,833)	(1,398,642)	(72,928)	1,976,379	4,616,222	7,002,797	8,410,954
	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,013,107</b>	<b>38,731,021</b>	<b>42,574,798</b>	<b>46,241,477</b>	<b>51,890,615</b>	<b>58,380,474</b>	<b>66,236,026</b>	<b>74,103,315</b>	<b>81,846,086</b>

Tenterfield Shire Council															
10 Year Financial Plan for the Years ending 30 June 2034															
FINANCIAL PERFORMANCE INDICATORS															
Scenario: SRV 8.5% for 7 Years															
	Past Years				Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	1.14%	1.12%	12.81%	16.55%	-1.52%	1.79%	5.27%	8.67%	10.25%	12.92%	15.89%	17.61%	20.93%	20.64%	20.94%
Own Source Operating Revenue Ratio 1)	39.63%	31.97%	32.79%	24.08%	65.85%	68.18%	68.88%	69.80%	70.72%	71.62%	72.51%	73.39%	74.26%	74.63%	74.99%
Unrestricted Current Ratio	2.17	2.25	1.95	2.73	3.39	3.30	3.27	3.29	3.28	3.40	3.54	3.77	4.12	4.33	4.44
Debt Service Cover Ratio 1)	6.4945	6.9784	9.02	8.34	5.48	5.20	6.15	6.75	7.02	7.52	8.10	8.49	9.18	9.14	10.53
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.55%	4.41%	4.01%	3.86%	4.97%	4.93%	4.91%	4.89%	4.87%	4.86%	4.84%	4.82%	4.80%	4.82%	4.83%
Cash Expense Cover Ratio 1)	8.7738	7.8793	22.77	15.76	18.75	20.54	21.47	22.70	23.93	25.18	27.45	29.55	32.48	34.60	37.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	102.03%	151.93%	42.77%	207.22%	90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio	0.05	0.06	0.05	0.04	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio	1.00	1.00	1.00	1.00	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Capital Expenditure Ratio	0.04	0.04	0.03	0.05	0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>															
Debt Service Ratio (old Note 13)					8.16%	7.82%	6.94%	6.59%	6.26%	5.94%	5.64%	5.35%	5.07%	4.90%	4.20%
Rates & Annual Charges Coverage Ratio					52.58%	52.71%	54.22%	55.35%	56.48%	57.59%	58.70%	59.79%	60.88%	61.20%	61.52%
<b>Fit For The Future (FFTF) Ratios</b>															
Operating Performance Ratio 1)					-1.52%	1.79%	5.27%	8.67%	10.25%	12.92%	15.89%	17.61%	20.93%	20.64%	20.94%
Own Source Operating Revenue Ratio 1)					65.85%	68.18%	68.88%	69.80%	70.72%	71.62%	72.51%	73.39%	74.26%	74.63%	74.99%
Building & Infrastructure Asset Renewal Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Debt Service Ratio					7.14%	6.90%	6.15%	5.88%	5.61%	5.35%	5.10%	4.86%	4.63%	4.49%	3.85%
Real Operating Expenditure per Capita Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					-2.60%	0.72%	4.21%	7.64%	9.24%	11.94%	14.93%	16.68%	20.02%	19.73%	20.04%
Own Source Operating Revenue Ratio 2)					63.31%	62.52%	64.08%	65.18%	66.26%	67.34%	68.40%	69.44%	70.46%	70.91%	71.35%
Unrestricted Current Ratio					3.39	3.30	3.27	3.29	3.28	3.40	3.54	3.77	4.12	4.33	4.44
Debt Service Cover Ratio 2)					5.33	5.04	5.98	6.57	6.84	7.34	7.92	8.30	8.99	8.94	10.30
Capital Expenditure Ratio					0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Building & Infrastructure Renewals Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Cash Expense Cover Ratio 2)					23.06	21.91	23.19	24.50	25.56	26.83	29.18	31.19	34.35	36.29	38.49
Interest Cover Ratio					10.84	10.94	12.70	14.65	16.06	18.34	21.17	23.86	28.24	31.07	35.22
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio															

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: SRV 8.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,850,000	6,775,281	7,166,133	7,795,186	8,478,880	9,221,950	10,029,537	10,907,226	11,861,090	12,897,723	13,220,166	13,550,670
User Charges & Fees	849,000	830,295	671,894	686,818	702,114	717,790	733,860	750,332	767,214	784,520	802,257	820,436
Other Revenues	455,000	494,959	464,907	476,020	487,508	499,379	511,652	524,341	537,458	551,025	565,056	579,568
Grants & Contributions provided for Operating Purposes	19,515,000	8,462,902	8,728,871	8,875,132	9,028,305	9,185,307	9,346,232	9,511,179	9,680,252	9,853,549	10,031,182	10,213,253
Grants & Contributions provided for Capital Purposes	25,719,000	331,032	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612	60,227	60,858
Interest & Investment Revenue	855,000	120,804	880,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>52,501,000</b>	<b>17,015,272</b>	<b>17,967,510</b>	<b>18,569,379</b>	<b>19,433,561</b>	<b>20,361,724</b>	<b>21,359,136</b>	<b>22,431,504</b>	<b>23,585,026</b>	<b>24,826,429</b>	<b>25,358,888</b>	<b>25,904,785</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,828,000	7,872,803	6,813,641	7,015,005	7,210,913	7,452,174	7,701,447	7,958,979	8,224,999	8,499,759	8,783,498	9,129,199
Borrowing Costs	311,000	418,953	419,638	398,272	384,174	369,495	352,257	336,711	320,931	301,887	282,564	263,391
Materials & Contracts	8,103,000	1,254,921	3,304,015	2,886,253	2,611,311	2,780,682	2,815,937	2,820,448	2,989,793	2,892,296	3,083,788	3,095,500
Depreciation & Amortisation	6,197,000	7,046,855	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115	5,070,619	5,067,030
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,203,672	2,332,615	2,459,343	2,677,735	2,913,906	3,177,021	3,469,347	3,797,403	4,164,587	4,575,950	5,036,605
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,435,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,664,000</b>	<b>19,078,423</b>	<b>19,207,543</b>	<b>19,108,672</b>	<b>19,244,451</b>	<b>19,777,614</b>	<b>20,218,701</b>	<b>20,616,793</b>	<b>21,197,133</b>	<b>21,431,670</b>	<b>22,166,471</b>	<b>22,971,028</b>
<b>Operating Result from Continuing Operations</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(539,293)</b>	<b>189,110</b>	<b>584,110</b>	<b>1,140,435</b>	<b>1,814,711</b>	<b>2,387,893</b>	<b>3,394,759</b>	<b>3,192,417</b>	<b>2,933,757</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(539,293)</b>	<b>189,110</b>	<b>584,110</b>	<b>1,140,435</b>	<b>1,814,711</b>	<b>2,387,893</b>	<b>3,394,759</b>	<b>3,192,417</b>	<b>2,933,757</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,118,000</b>	<b>(2,394,183)</b>	<b>(1,295,738)</b>	<b>(595,516)</b>	<b>132,356</b>	<b>526,812</b>	<b>1,082,580</b>	<b>1,756,285</b>	<b>2,328,881</b>	<b>3,335,147</b>	<b>3,132,190</b>	<b>2,872,899</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - GENERAL FUND												
Scenario: SRV 8.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	15,852,000	11,527,532	11,923,862	12,009,714	12,274,811	12,817,167	13,919,358	15,245,072	17,294,379	19,934,222	22,320,797	23,728,954
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,396,000	930,278	932,718	969,081	1,008,106	1,049,850	1,094,612	1,142,511	1,193,947	1,249,146	1,277,210	1,305,705
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>30,429,000</b>	<b>24,597,719</b>	<b>25,047,036</b>	<b>25,166,695</b>	<b>25,462,493</b>	<b>26,056,098</b>	<b>27,207,252</b>	<b>28,583,899</b>	<b>30,694,332</b>	<b>33,388,455</b>	<b>35,813,799</b>	<b>37,253,412</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	498,898,000	497,675,344	495,771,256	494,709,844	494,178,309	493,859,612	493,488,377	493,559,857	493,507,168	493,801,004	494,244,010	495,368,427
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>499,162,000</b>	<b>497,987,961</b>	<b>496,082,490</b>	<b>495,019,695</b>	<b>494,486,777</b>	<b>494,166,697</b>	<b>493,794,079</b>	<b>493,864,176</b>	<b>493,810,104</b>	<b>494,102,557</b>	<b>494,544,180</b>	<b>495,667,214</b>
<b>TOTAL ASSETS</b>	<b>529,591,000</b>	<b>522,585,679</b>	<b>521,129,525</b>	<b>520,186,390</b>	<b>519,949,269</b>	<b>520,222,794</b>	<b>521,001,330</b>	<b>522,448,074</b>	<b>524,504,435</b>	<b>527,491,012</b>	<b>530,357,978</b>	<b>532,920,625</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,979,000	3,315,849	3,700,078	3,751,786	3,797,295	3,975,822	4,123,087	4,282,759	4,497,702	4,658,222	4,924,122	5,167,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,146,000	1,382,249	1,380,778	1,403,849	1,428,008	1,452,772	1,478,154	1,504,170	1,530,838	1,558,171	1,586,189	1,614,906
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	516,000	598,879	478,622	495,898	513,876	534,546	553,656	573,142	596,036	619,368	642,708	577,144
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	298,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,233,000</b>	<b>6,570,977</b>	<b>6,833,478</b>	<b>6,925,533</b>	<b>7,013,179</b>	<b>7,237,140</b>	<b>7,428,897</b>	<b>7,634,072</b>	<b>7,898,576</b>	<b>8,109,761</b>	<b>8,427,019</b>	<b>8,633,053</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	9,999,000	9,400,853	8,922,231	8,426,333	7,912,457	7,377,911	6,824,255	6,251,113	5,655,077	5,035,709	4,393,001	3,815,857
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	(845,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>9,347,000</b>	<b>9,066,853</b>	<b>8,588,231</b>	<b>8,092,333</b>	<b>7,578,457</b>	<b>7,043,911</b>	<b>6,490,255</b>	<b>5,917,113</b>	<b>5,321,077</b>	<b>4,701,709</b>	<b>4,059,001</b>	<b>3,481,857</b>
<b>TOTAL LIABILITIES</b>	<b>20,580,000</b>	<b>15,637,830</b>	<b>15,421,709</b>	<b>15,017,866</b>	<b>14,591,636</b>	<b>14,281,051</b>	<b>13,919,152</b>	<b>13,551,185</b>	<b>13,219,653</b>	<b>12,811,470</b>	<b>12,486,020</b>	<b>12,114,910</b>
<b>Net Assets</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,168,523</b>	<b>505,357,633</b>	<b>505,941,743</b>	<b>507,082,178</b>	<b>508,896,889</b>	<b>511,284,782</b>	<b>514,679,541</b>	<b>517,871,958</b>	<b>520,805,715</b>
<b>EQUITY</b>												
Retained Earnings	178,413,000	176,349,849	175,109,816	174,570,523	174,759,633	175,343,743	176,484,178	178,298,889	180,686,782	184,081,541	187,273,958	190,207,715
Revaluation Reserves	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	509,011,000	506,947,849	505,707,816	505,168,523	505,357,633	505,941,743	507,082,178	508,896,889	511,284,782	514,679,541	517,871,958	520,805,715
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,168,523</b>	<b>505,357,633</b>	<b>505,941,743</b>	<b>507,082,178</b>	<b>508,896,889</b>	<b>511,284,782</b>	<b>514,679,541</b>	<b>517,871,958</b>	<b>520,805,715</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: SRV 8.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,684,609	7,159,576	7,784,632	8,467,409	9,209,483	10,015,988	10,892,501	11,845,087	12,880,331	13,214,756	13,545,125
User Charges & Fees	-	822,507	670,518	686,948	702,247	717,926	734,000	750,475	767,361	784,670	802,411	820,594
Investment & Interest Revenue Received	-	71,886	870,950	666,336	665,106	663,733	662,160	660,571	658,694	656,717	672,277	672,400
Grants & Contributions	-	5,984,753	8,783,432	8,949,295	9,103,845	9,261,861	9,423,824	9,589,835	9,760,000	9,934,415	10,113,195	10,296,441
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-	-
Other	-	2,153,212	478,795	468,909	480,120	491,773	503,819	516,274	529,150	542,466	556,240	570,485
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,942,188)	(6,826,909)	(7,012,842)	(7,209,007)	(7,449,544)	(7,698,727)	(7,956,166)	(8,222,089)	(8,496,749)	(8,780,385)	(9,125,980)
Materials & Contracts	-	(2,849,705)	(2,943,259)	(2,865,141)	(2,599,961)	(2,650,272)	(2,711,422)	(2,714,759)	(2,831,070)	(2,789,732)	(2,893,983)	(2,940,578)
Borrowing Costs	-	(420,955)	(425,627)	(403,058)	(389,133)	(374,634)	(357,602)	(342,248)	(326,662)	(307,847)	(288,758)	(269,818)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	-	(1,956,608)	(2,311,254)	(2,438,349)	(2,641,556)	(2,874,782)	(3,133,433)	(3,420,920)	(3,743,057)	(4,103,759)	(4,507,803)	(4,960,292)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,547,509	5,456,221	5,836,728	6,579,070	6,995,544	7,438,606	7,975,564	8,437,414	9,100,512	8,887,949	8,608,377
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,306,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,356,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(4,324,468)	396,330	85,852	265,097	542,356	1,102,191	1,325,713	2,049,307	2,639,842	2,386,575	1,408,157
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	15,852,000	11,527,532	11,923,862	12,009,714	12,274,811	12,817,167	13,919,358	15,245,072	17,294,379	19,934,222	22,320,797
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,009,714</b>	<b>12,274,811</b>	<b>12,817,167</b>	<b>13,919,358</b>	<b>15,245,072</b>	<b>17,294,379</b>	<b>19,934,222</b>	<b>22,320,797</b>	<b>23,728,954</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	15,852,000	11,527,532	11,923,862	12,009,714	12,274,811	12,817,167	13,919,358	15,245,072	17,294,379	19,934,222	22,320,797	23,728,954
<b>Investments - end of the year</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,009,714</b>	<b>12,274,811</b>	<b>12,817,167</b>	<b>13,919,358</b>	<b>15,245,072</b>	<b>17,294,379</b>	<b>19,934,222</b>	<b>22,320,797</b>	<b>23,728,954</b>
<b>Representing:</b>												
- External Restrictions	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,308,286)	(3,043,189)	(2,500,833)	(1,398,642)	(72,928)	1,976,379	4,616,222	7,002,797	8,410,954
	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,009,714</b>	<b>12,274,811</b>	<b>12,817,167</b>	<b>13,919,358</b>	<b>15,245,072</b>	<b>17,294,379</b>	<b>19,934,222</b>	<b>22,320,797</b>	<b>23,728,954</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND											
Scenario: SRV 8.5% for 7 years											
	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-1.54%	2.33%	4.21%	6.66%	9.39%	11.40%	14.92%	13.84%	12.58%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	51.90%	53.25%	54.61%	55.97%	57.34%	58.71%	60.07%	60.21%	60.34%
Unrestricted Current Ratio	3.39	3.30	3.27	3.29	3.28	3.40	3.54	3.77	4.12	4.33	4.44
Debt Service Cover Ratio 1)	5.73	5.36	7.02	7.81	8.10	8.58	9.12	9.52	10.26	9.82	9.47
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.74%	3.67%	3.68%	3.68%	3.68%	3.68%	3.69%	3.69%	3.69%	3.68%	3.68%
Cash Expense Cover Ratio 1)	10.08	10.88	10.89	11.01	11.06	11.57	12.21	13.22	14.68	15.67	15.87
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	6.80%	6.87%	5.69%	5.41%	5.14%	4.88%	4.63%	4.39%	4.16%	4.08%	4.00%
Rates & Annual Charges Coverage Ratio	39.82%	39.88%	41.98%	43.63%	45.29%	46.96%	48.62%	50.29%	51.95%	52.13%	52.31%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-1.54%	2.33%	4.21%	6.66%	9.39%	11.40%	14.92%	13.84%	12.58%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	51.90%	53.25%	54.61%	55.97%	57.34%	58.71%	60.07%	60.21%	60.34%
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Debt Service Ratio	5.57%	5.69%	4.74%	4.54%	4.35%	4.16%	3.98%	3.80%	3.63%	3.57%	3.51%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	-14.35%	-7.23%	-3.22%	0.68%	2.59%	5.08%	7.85%	9.90%	13.47%	12.38%	11.12%
Own Source Operating Revenue Ratio 2)	44.70%	43.62%	45.68%	47.24%	48.82%	50.39%	51.97%	53.54%	55.11%	55.30%	55.48%
Unrestricted Current Ratio	3.39	3.30	3.27	3.29	3.28	3.40	3.54	3.77	4.12	4.33	4.44
Debt Service Cover Ratio 2)	5.43	5.06	6.66	7.45	7.73	8.20	8.74	9.13	9.86	9.41	9.05
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Building & Infrastructure Renewals Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Cash Expense Cover Ratio 2)	11.91	11.22	11.37	11.49	11.42	11.91	12.54	13.51	15.03	15.93	16.14
Interest Cover Ratio	12.11	12.29	14.67	17.07	18.49	20.64	23.11	25.43	29.31	30.03	31.15
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											

## SRV SCENARIO 3 – SRV 10.5% FOR 7 YEARS

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - CONSOLIDATED												
Scenario: SRV 10.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,871,000	13,926,647	14,981,067	16,177,089	17,482,087	18,905,109	20,457,103	22,146,067	23,989,072	26,002,894	26,976,016	27,989,517
User Charges & Fees	2,935,000	2,842,874	2,790,278	2,913,567	3,045,657	3,182,650	3,327,104	3,479,153	3,638,936	3,806,606	3,982,320	4,166,227
Other Revenues	805,000	551,201	522,816	535,651	548,917	562,626	576,797	591,448	606,592	622,254	638,451	655,201
Grants & Contributions provided for Operating Purposes	19,727,000	8,692,114	8,963,813	9,115,947	9,275,141	9,438,314	9,605,564	9,776,994	9,952,712	10,132,820	10,317,435	10,506,662
Grants & Contributions provided for Capital Purposes	33,671,000	355,032	80,305	81,438	82,600	83,790	85,009	86,259	87,541	88,854	90,201	91,581
Interest & Investment Revenue	1,066,000	120,804	1,085,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000	885,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>70,333,000</b>	<b>26,488,672</b>	<b>28,423,279</b>	<b>29,708,692</b>	<b>31,319,402</b>	<b>33,057,489</b>	<b>34,936,577</b>	<b>36,964,921</b>	<b>39,159,853</b>	<b>41,538,428</b>	<b>42,889,423</b>	<b>44,294,188</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,349,000	9,359,666	8,463,693	8,714,552	8,969,946	9,272,763	9,585,763	9,909,242	10,243,522	10,588,926	10,945,775	11,367,171
Borrowing Costs	963,000	921,019	900,501	854,006	815,087	774,459	729,087	682,986	636,524	583,736	528,701	476,052
Materials & Contracts	11,764,000	4,089,641	7,021,896	6,743,117	6,555,710	6,990,035	7,055,401	7,032,918	7,431,167	7,329,229	7,849,902	7,901,834
Depreciation & Amortisation	8,727,000	9,737,433	8,746,302	8,746,715	8,760,956	8,669,091	8,579,420	8,429,042	8,270,262	7,969,342	7,821,618	7,818,029
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,423,666	2,702,144	2,865,796	3,125,268	3,401,705	3,709,098	4,050,146	4,431,852	4,858,148	5,334,687	5,867,251
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,534,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,127,000</b>	<b>26,812,644</b>	<b>28,138,254</b>	<b>28,235,497</b>	<b>28,546,061</b>	<b>29,435,124</b>	<b>29,994,017</b>	<b>30,447,963</b>	<b>31,365,547</b>	<b>31,690,407</b>	<b>32,850,735</b>	<b>33,809,640</b>
<b>Operating Result from Continuing Operations</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,473,195</b>	<b>2,773,341</b>	<b>3,622,365</b>	<b>4,942,560</b>	<b>6,516,958</b>	<b>7,794,306</b>	<b>9,848,021</b>	<b>10,038,688</b>	<b>10,484,548</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>37,206,000</b>	<b>(323,972)</b>	<b>285,025</b>	<b>1,473,195</b>	<b>2,773,341</b>	<b>3,622,365</b>	<b>4,942,560</b>	<b>6,516,958</b>	<b>7,794,306</b>	<b>9,848,021</b>	<b>10,038,688</b>	<b>10,484,548</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,535,000</b>	<b>(679,004)</b>	<b>204,720</b>	<b>1,391,757</b>	<b>2,690,741</b>	<b>3,538,575</b>	<b>4,857,551</b>	<b>6,430,699</b>	<b>7,706,765</b>	<b>9,759,167</b>	<b>9,948,487</b>	<b>10,392,967</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - CONSOLIDATED												
Scenario: SRV 10.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	34,891,000	31,037,503	33,761,756	36,157,261	39,197,146	43,573,780	48,022,028	54,744,643	62,649,135	72,316,556	82,054,996	91,715,692
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,604,000	2,159,995	2,242,812	2,352,852	2,471,694	2,597,895	2,733,095	2,877,441	3,031,956	3,197,435	3,326,813	3,461,596
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	14,249,000	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750	14,235,750
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>52,965,000</b>	<b>47,613,157</b>	<b>50,470,773</b>	<b>52,973,764</b>	<b>56,124,167</b>	<b>60,636,506</b>	<b>65,224,154</b>	<b>72,094,150</b>	<b>80,162,847</b>	<b>89,994,828</b>	<b>99,873,351</b>	<b>109,671,791</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Infrastructure, Property, Plant & Equipment	581,546,000	580,344,382	577,155,988	575,212,776	573,859,979	572,097,143	571,486,309	570,126,220	568,891,244	567,840,123	567,017,242	566,833,941
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>581,810,000</b>	<b>580,670,249</b>	<b>577,480,472</b>	<b>575,535,877</b>	<b>574,181,697</b>	<b>572,417,478</b>	<b>571,805,261</b>	<b>570,443,789</b>	<b>569,207,430</b>	<b>568,154,926</b>	<b>567,330,662</b>	<b>567,145,978</b>
<b>TOTAL ASSETS</b>	<b>634,775,000</b>	<b>628,283,405</b>	<b>627,951,244</b>	<b>628,509,640</b>	<b>630,305,863</b>	<b>633,053,983</b>	<b>637,029,415</b>	<b>642,537,939</b>	<b>649,370,276</b>	<b>658,149,753</b>	<b>667,204,012</b>	<b>676,817,768</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,877,000	3,580,602	4,068,757	4,139,620	4,189,163	4,384,895	4,535,919	4,694,660	4,940,213	5,092,837	5,387,493	5,638,195
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,716,000	1,794,852	1,743,697	1,717,091	1,691,581	1,666,684	1,642,414	1,618,787	1,604,982	1,634,169	1,664,086	1,694,751
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	950,000	1,054,185	959,056	1,001,151	1,045,080	1,093,883	1,143,548	1,193,716	1,250,355	1,309,003	1,152,158	1,063,066
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	1,678,000	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325	1,167,325
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,515,000</b>	<b>8,836,965</b>	<b>9,178,835</b>	<b>9,265,187</b>	<b>9,333,149</b>	<b>9,552,787</b>	<b>9,729,206</b>	<b>9,914,488</b>	<b>10,202,875</b>	<b>10,443,334</b>	<b>10,611,062</b>	<b>10,803,337</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	20,128,000	19,073,737	18,114,681	17,113,530	16,068,450	14,974,567	13,831,019	12,637,303	11,386,948	10,077,945	8,925,787	7,862,721
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,137,000	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675	1,647,675
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>21,458,000</b>	<b>20,968,412</b>	<b>20,009,356</b>	<b>19,008,205</b>	<b>17,963,125</b>	<b>16,869,242</b>	<b>15,725,694</b>	<b>14,531,978</b>	<b>13,281,623</b>	<b>11,972,620</b>	<b>10,820,462</b>	<b>9,757,396</b>
<b>TOTAL LIABILITIES</b>	<b>35,973,000</b>	<b>29,805,377</b>	<b>29,188,191</b>	<b>28,273,392</b>	<b>27,296,274</b>	<b>26,422,029</b>	<b>25,454,900</b>	<b>24,446,466</b>	<b>23,484,498</b>	<b>22,415,954</b>	<b>21,431,525</b>	<b>20,560,733</b>
<b>Net Assets</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>600,236,248</b>	<b>603,009,589</b>	<b>606,631,954</b>	<b>611,574,514</b>	<b>618,091,472</b>	<b>625,885,778</b>	<b>635,733,799</b>	<b>645,772,487</b>	<b>656,257,035</b>
<b>EQUITY</b>												
Retained Earnings	224,461,000	224,137,028	224,422,053	225,895,248	228,668,589	232,290,954	237,233,514	243,750,472	251,544,778	261,392,799	271,431,487	281,916,035
Revaluation Reserves	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000	374,341,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	598,802,000	598,478,028	598,763,053	600,236,248	603,009,589	606,631,954	611,574,514	618,091,472	625,885,778	635,733,799	645,772,487	656,257,035
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>598,802,000</b>	<b>598,478,028</b>	<b>598,763,053</b>	<b>600,236,248</b>	<b>603,009,589</b>	<b>606,631,954</b>	<b>611,574,514</b>	<b>618,091,472</b>	<b>625,885,778</b>	<b>635,733,799</b>	<b>645,772,487</b>	<b>656,257,035</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: SRV 10.5% for 7 Years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	11,876,000	13,743,886	14,932,601	16,137,259	17,439,214	18,859,037	20,407,591	22,093,161	23,932,238	25,941,658	26,930,967	27,942,334
User Charges & Fees	3,110,000	2,860,592	2,751,476	2,873,702	3,002,527	3,137,917	3,279,711	3,429,062	3,586,109	3,751,002	3,923,895	4,104,942
Investment & Interest Revenue Received	1,034,000	84,886	1,075,950	868,040	866,127	863,968	861,494	858,873	855,817	852,494	875,705	875,785
Grants & Contributions	38,706,000	6,079,511	8,993,013	9,165,364	9,326,568	9,491,401	9,660,352	9,833,527	10,020,197	10,244,453	10,430,985	10,622,175
Bonds & Deposits Received	112,000	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-	-
Other	5,044,000	2,243,638	536,250	528,048	541,012	554,477	568,394	582,782	597,655	613,035	628,941	645,390
<b>Payments:</b>												
Employee Benefits & On-Costs	(8,673,000)	(9,450,352)	(8,476,025)	(8,712,070)	(8,967,657)	(9,269,736)	(9,582,632)	(9,906,004)	(10,240,172)	(10,585,461)	(10,942,191)	(11,363,464)
Materials & Contracts	(15,290,000)	(6,232,677)	(6,565,982)	(6,711,362)	(6,550,842)	(6,848,774)	(6,956,128)	(6,936,947)	(7,250,917)	(7,243,895)	(7,640,822)	(7,749,576)
Borrowing Costs	(713,000)	(1,018,025)	(909,891)	(862,376)	(823,809)	(783,549)	(738,585)	(692,897)	(646,851)	(594,534)	(539,986)	(486,473)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	(970,000)	(2,176,602)	(2,680,783)	(2,844,802)	(3,089,089)	(3,362,581)	(3,665,510)	(4,001,719)	(4,377,506)	(4,797,320)	(5,266,540)	(5,790,938)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>34,236,000</b>	<b>6,134,856</b>	<b>9,656,608</b>	<b>10,441,802</b>	<b>11,744,052</b>	<b>12,642,162</b>	<b>13,834,687</b>	<b>15,259,839</b>	<b>16,476,570</b>	<b>18,181,433</b>	<b>18,400,954</b>	<b>18,800,173</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	206,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(38,876,000)	(8,988,276)	(5,878,171)	(7,087,241)	(7,703,016)	(7,220,448)	(8,292,556)	(7,393,676)	(7,378,361)	(7,263,658)	(7,353,511)	(7,987,319)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,625,000)</b>	<b>(9,038,276)</b>	<b>(5,878,171)</b>	<b>(7,087,241)</b>	<b>(7,703,016)</b>	<b>(7,220,448)</b>	<b>(8,292,556)</b>	<b>(7,393,676)</b>	<b>(7,378,361)</b>	<b>(7,263,658)</b>	<b>(7,353,511)</b>	<b>(7,987,319)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	3,100,000	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(871,000)	(950,077)	(1,054,185)	(959,056)	(1,001,151)	(1,045,080)	(1,093,883)	(1,143,548)	(1,193,716)	(1,250,355)	(1,309,003)	(1,152,158)
Repayment of lease liabilities (principal repayments)	(56,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>2,173,000</b>	<b>(950,077)</b>	<b>(1,054,185)</b>	<b>(959,056)</b>	<b>(1,001,151)</b>	<b>(1,045,080)</b>	<b>(1,093,883)</b>	<b>(1,143,548)</b>	<b>(1,193,716)</b>	<b>(1,250,355)</b>	<b>(1,309,003)</b>	<b>(1,152,158)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,216,000)</b>	<b>(3,853,497)</b>	<b>2,724,252</b>	<b>2,395,506</b>	<b>3,039,885</b>	<b>4,376,634</b>	<b>4,448,248</b>	<b>6,722,615</b>	<b>7,904,493</b>	<b>9,667,420</b>	<b>9,738,440</b>	<b>9,660,697</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>37,107,000</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,157,261</b>	<b>39,197,146</b>	<b>43,573,780</b>	<b>48,022,028</b>	<b>54,744,643</b>	<b>62,649,135</b>	<b>72,316,556</b>	<b>82,054,996</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,157,261</b>	<b>39,197,146</b>	<b>43,573,780</b>	<b>48,022,028</b>	<b>54,744,643</b>	<b>62,649,135</b>	<b>72,316,556</b>	<b>82,054,996</b>	<b>91,715,692</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,157,261</b>	<b>39,197,146</b>	<b>43,573,780</b>	<b>48,022,028</b>	<b>54,744,643</b>	<b>62,649,135</b>	<b>72,316,556</b>	<b>82,054,996</b>	<b>91,715,692</b>
<b>Investments - end of the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,157,261</b>	<b>39,197,146</b>	<b>43,573,780</b>	<b>48,022,028</b>	<b>54,744,643</b>	<b>62,649,135</b>	<b>72,316,556</b>	<b>82,054,996</b>	<b>91,715,692</b>
<b>Representing:</b>												
- External Restrictions	28,857,000	29,327,971	31,655,893	33,821,393	36,274,210	39,575,631	42,140,118	46,463,543	50,904,095	56,119,804	61,600,518	67,935,132
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,164,131)	(2,577,064)	(1,501,851)	381,909	2,781,100	6,245,041	10,696,751	14,954,477	18,280,560
	<b>34,891,000</b>	<b>31,037,503</b>	<b>33,761,756</b>	<b>36,157,261</b>	<b>39,197,146</b>	<b>43,573,780</b>	<b>48,022,028</b>	<b>54,744,643</b>	<b>62,649,135</b>	<b>72,316,556</b>	<b>82,054,996</b>	<b>91,715,692</b>

Tenterfield Shire Council															
10 Year Financial Plan for the Years ending 30 June 2034															
FINANCIAL PERFORMANCE INDICATORS															
Scenario: SRV 10.5% for 7 Years															
	Past Years				Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	1.14%	1.12%	12.81%	16.55%	-1.52%	1.79%	5.75%	9.64%	11.72%	14.90%	18.37%	20.63%	24.42%	24.11%	24.37%
Own Source Operating Revenue Ratio 1)	39.63%	31.97%	32.79%	24.08%	65.85%	68.18%	69.04%	70.12%	71.20%	72.26%	73.32%	74.36%	75.39%	75.73%	76.07%
Unrestricted Current Ratio	2.17	2.25	1.95	2.73	3.39	3.30	3.31	3.39	3.49	3.75	4.09	4.55	5.20	5.66	6.04
Debt Service Cover Ratio 1)	6.4945	6.9784	9.02	8.34	5.48	5.20	6.23	6.93	7.31	7.95	8.70	9.27	10.18	10.16	11.71
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.55%	4.41%	4.01%	3.86%	4.97%	4.93%	4.90%	4.87%	4.84%	4.81%	4.79%	4.76%	4.73%	4.74%	4.76%
Cash Expense Cover Ratio 1)	8.7738	7.8793	22.77	15.76	18.75	20.54	21.55	22.97	24.49	26.15	28.96	31.71	35.46	38.32	41.46
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	102.03%	151.93%	42.77%	207.22%	90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio	0.05	0.06	0.05	0.04	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio	1.00	1.00	1.00	1.00	0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Capital Expenditure Ratio	0.04	0.04	0.03	0.05	0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>															
Debt Service Ratio (old Note 13)					8.16%	7.82%	6.90%	6.51%	6.15%	5.79%	5.46%	5.13%	4.83%	4.67%	4.00%
Rates & Annual Charges Coverage Ratio					52.58%	52.71%	54.45%	55.82%	57.19%	58.55%	59.91%	61.26%	62.60%	62.90%	63.19%
<b>Fit For The Future (FFTF) Ratios</b>															
Operating Performance Ratio 1)					-1.52%	1.79%	5.75%	9.64%	11.72%	14.90%	18.37%	20.63%	24.42%	24.11%	24.37%
Own Source Operating Revenue Ratio 1)					65.85%	68.18%	69.04%	70.12%	71.20%	72.26%	73.32%	74.36%	75.39%	75.73%	76.07%
Building & Infrastructure Asset Renewal Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Debt Service Ratio					7.14%	6.90%	6.12%	5.81%	5.52%	5.23%	4.95%	4.68%	4.42%	4.29%	3.68%
Real Operating Expenditure per Capita Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio															
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					-2.60%	0.72%	4.70%	8.61%	10.73%	13.94%	17.44%	19.72%	23.54%	23.24%	23.51%
Own Source Operating Revenue Ratio 2)					63.31%	62.52%	64.26%	65.54%	66.82%	68.08%	69.32%	70.55%	71.76%	72.18%	72.60%
Unrestricted Current Ratio					3.39	3.30	3.31	3.39	3.49	3.75	4.09	4.55	5.20	5.66	6.04
Debt Service Cover Ratio 2)					5.33	5.04	6.06	6.75	7.13	7.77	8.51	9.08	9.98	9.96	11.48
Capital Expenditure Ratio					0.88	0.64	0.78	0.85	0.80	0.93	0.84	0.85	0.87	0.89	0.98
Infrastructure Backlog Ratio					0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10	0.11	0.11
Asset Maintenance Ratio					0.38	0.40	0.43	0.45	0.43	0.41	0.39	0.41	0.43	0.00	0.00
Building & Infrastructure Renewals Ratio					90.17%	63.89%	75.61%	82.68%	77.93%	87.31%	79.32%	84.76%	85.89%	72.57%	79.17%
Cash Expense Cover Ratio 2)					23.06	21.91	23.28	24.80	26.16	27.86	30.79	33.47	37.51	40.19	43.13
Interest Cover Ratio					10.84	10.94	12.87	15.05	16.76	19.43	22.76	26.10	31.37	34.61	39.25
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio															

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
INCOME STATEMENT - GENERAL FUND												
Scenario: SRV 10.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,850,000	6,775,281	7,166,133	7,945,152	8,807,832	9,763,132	10,820,971	11,992,328	13,289,358	14,725,517	15,093,655	15,470,996
User Charges & Fees	849,000	830,295	671,894	686,818	702,114	717,790	733,860	750,332	767,214	784,520	802,257	820,436
Other Revenues	455,000	494,959	464,907	476,020	487,508	499,379	511,652	524,341	537,458	551,025	565,056	579,568
Grants & Contributions provided for Operating Purposes	19,515,000	8,462,902	8,728,871	8,875,132	9,028,305	9,185,307	9,346,232	9,511,179	9,680,252	9,853,549	10,031,182	10,213,253
Grants & Contributions provided for Capital Purposes	25,719,000	331,032	55,705	56,223	56,754	57,298	57,855	58,426	59,012	59,612	60,227	60,858
Interest & Investment Revenue	855,000	120,804	880,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	258,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>52,501,000</b>	<b>17,015,272</b>	<b>17,967,510</b>	<b>18,719,345</b>	<b>19,762,513</b>	<b>20,902,906</b>	<b>22,150,570</b>	<b>23,516,606</b>	<b>25,013,294</b>	<b>26,654,223</b>	<b>27,232,377</b>	<b>27,825,111</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,828,000	7,872,803	6,813,641	7,015,005	7,210,913	7,452,174	7,701,447	7,958,979	8,224,999	8,499,759	8,783,498	9,129,199
Borrowing Costs	311,000	418,953	419,638	398,272	384,174	369,495	352,257	336,711	320,931	301,887	282,564	263,391
Materials & Contracts	8,103,000	1,254,921	3,304,015	2,886,253	2,611,311	2,780,682	2,815,937	2,820,448	2,989,793	2,892,296	3,083,788	3,095,500
Depreciation & Amortisation	6,197,000	7,046,855	6,033,916	6,038,488	6,041,224	5,934,286	5,836,791	5,687,679	5,511,787	5,212,115	5,070,619	5,067,030
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	790,000	2,203,672	2,332,615	2,459,343	2,677,735	2,913,906	3,177,021	3,469,347	3,797,403	4,164,587	4,575,950	5,036,605
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2,435,000	281,220	303,718	311,311	319,094	327,071	335,248	343,629	352,220	361,026	370,052	379,303
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,664,000</b>	<b>19,078,423</b>	<b>19,207,543</b>	<b>19,108,672</b>	<b>19,244,451</b>	<b>19,777,614</b>	<b>20,218,701</b>	<b>20,616,793</b>	<b>21,197,133</b>	<b>21,431,670</b>	<b>22,166,471</b>	<b>22,971,028</b>
<b>Operating Result from Continuing Operations</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(389,327)</b>	<b>518,062</b>	<b>1,125,292</b>	<b>1,931,869</b>	<b>2,899,813</b>	<b>3,816,161</b>	<b>5,222,553</b>	<b>5,065,906</b>	<b>4,854,083</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>27,837,000</b>	<b>(2,063,151)</b>	<b>(1,240,033)</b>	<b>(389,327)</b>	<b>518,062</b>	<b>1,125,292</b>	<b>1,931,869</b>	<b>2,899,813</b>	<b>3,816,161</b>	<b>5,222,553</b>	<b>5,065,906</b>	<b>4,854,083</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,118,000</b>	<b>(2,394,183)</b>	<b>(1,295,738)</b>	<b>(445,550)</b>	<b>461,308</b>	<b>1,067,994</b>	<b>1,874,014</b>	<b>2,841,387</b>	<b>3,757,149</b>	<b>5,162,941</b>	<b>5,005,679</b>	<b>4,793,225</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
BALANCE SHEET - GENERAL FUND												
Scenario: SRV 10.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	15,852,000	11,527,532	11,923,862	12,153,869	12,740,936	13,816,149	15,699,909	18,099,100	21,563,041	26,014,751	30,272,477	33,598,560
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,396,000	930,278	932,718	974,892	1,020,899	1,070,968	1,125,595	1,185,119	1,250,190	1,321,315	1,351,717	1,382,612
Inventories	221,000	179,908	230,455	227,900	219,576	229,080	233,282	236,316	246,005	245,087	255,792	258,752
Contract assets and contract cost assets	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000	11,960,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>30,429,000</b>	<b>24,597,719</b>	<b>25,047,036</b>	<b>25,316,661</b>	<b>25,941,411</b>	<b>27,076,198</b>	<b>29,018,786</b>	<b>31,480,535</b>	<b>35,019,236</b>	<b>39,541,153</b>	<b>43,839,986</b>	<b>47,199,925</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	498,898,000	497,675,344	495,771,256	494,709,844	494,178,309	493,859,612	493,488,377	493,559,857	493,507,168	493,801,004	494,244,010	495,368,427
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	48,617	47,234	45,851	44,468	43,085	41,702	40,319	38,936	37,553	36,170	34,787
Right of use assets	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000	264,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>499,162,000</b>	<b>497,987,961</b>	<b>496,082,490</b>	<b>495,019,695</b>	<b>494,486,777</b>	<b>494,166,697</b>	<b>493,794,079</b>	<b>493,864,176</b>	<b>493,810,104</b>	<b>494,102,557</b>	<b>494,544,180</b>	<b>495,667,214</b>
<b>TOTAL ASSETS</b>	<b>529,591,000</b>	<b>522,585,679</b>	<b>521,129,525</b>	<b>520,336,356</b>	<b>520,428,187</b>	<b>521,242,894</b>	<b>522,812,864</b>	<b>525,344,710</b>	<b>528,829,339</b>	<b>533,643,710</b>	<b>538,384,165</b>	<b>542,867,138</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,979,000	3,315,849	3,700,078	3,751,786	3,797,295	3,975,822	4,123,087	4,282,759	4,497,702	4,658,222	4,924,122	5,167,003
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,146,000	1,382,249	1,380,778	1,403,849	1,428,008	1,452,772	1,478,154	1,504,170	1,530,838	1,558,171	1,586,189	1,614,906
Lease liabilities	54,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	516,000	598,879	478,622	495,898	513,876	534,546	553,656	573,142	596,036	619,368	642,708	577,144
Employee benefit provisions	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
Other provisions	298,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,233,000</b>	<b>6,570,977</b>	<b>6,833,478</b>	<b>6,925,533</b>	<b>7,013,179</b>	<b>7,237,140</b>	<b>7,428,897</b>	<b>7,634,072</b>	<b>7,898,576</b>	<b>8,109,761</b>	<b>8,427,019</b>	<b>8,633,053</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	193,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Borrowings	9,999,000	9,400,853	8,922,231	8,426,333	7,912,457	7,377,911	6,824,255	6,251,113	5,655,077	5,035,709	4,393,001	3,815,857
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	(845,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)	(581,000)
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>9,347,000</b>	<b>9,066,853</b>	<b>8,588,231</b>	<b>8,092,333</b>	<b>7,578,457</b>	<b>7,043,911</b>	<b>6,490,255</b>	<b>5,917,113</b>	<b>5,321,077</b>	<b>4,701,709</b>	<b>4,059,001</b>	<b>3,481,857</b>
<b>TOTAL LIABILITIES</b>	<b>20,580,000</b>	<b>15,637,830</b>	<b>15,421,709</b>	<b>15,017,866</b>	<b>14,591,636</b>	<b>14,281,051</b>	<b>13,919,152</b>	<b>13,551,185</b>	<b>13,219,653</b>	<b>12,811,470</b>	<b>12,486,020</b>	<b>12,114,910</b>
<b>Net Assets</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,318,489</b>	<b>505,836,551</b>	<b>506,961,843</b>	<b>508,893,712</b>	<b>511,793,525</b>	<b>515,609,686</b>	<b>520,832,239</b>	<b>525,898,145</b>	<b>530,752,228</b>
<b>EQUITY</b>												
Retained Earnings	178,413,000	176,349,849	175,109,816	174,720,489	175,238,551	176,363,843	178,295,712	181,195,525	185,011,686	190,234,239	195,300,145	200,154,228
Revaluation Reserves	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000	330,598,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	509,011,000	506,947,849	505,707,816	505,318,489	505,836,551	506,961,843	508,893,712	511,793,525	515,609,686	520,832,239	525,898,145	530,752,228
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>509,011,000</b>	<b>506,947,849</b>	<b>505,707,816</b>	<b>505,318,489</b>	<b>505,836,551</b>	<b>506,961,843</b>	<b>508,893,712</b>	<b>511,793,525</b>	<b>515,609,686</b>	<b>520,832,239</b>	<b>525,898,145</b>	<b>530,752,228</b>

Tenterfield Shire Council												
10 Year Financial Plan for the Years ending 30 June 2034												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: SRV 10.5% for 7 years												
	Actuals	Current Year	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	6,684,609	7,159,576	7,932,082	8,793,358	9,747,105	10,803,223	11,972,676	13,267,597	14,701,422	15,087,479	15,464,665
User Charges & Fees	-	822,507	870,518	686,948	702,247	717,926	734,000	750,475	767,361	784,670	802,411	820,594
Investment & Interest Revenue Received	-	71,886	870,950	663,040	661,127	658,968	656,494	653,873	650,817	647,494	670,705	670,785
Grants & Contributions	-	5,984,753	8,783,432	8,949,295	9,103,845	9,261,861	9,423,824	9,589,835	9,760,000	9,934,415	10,113,195	10,296,441
Bonds & Deposits Received	-	41,500	41,500	41,500	41,500	41,500	41,500	-	-	-	-	-
Other	-	2,153,212	478,795	468,909	480,120	491,773	503,819	516,274	529,150	542,466	556,240	570,485
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(7,942,188)	(6,826,909)	(7,012,842)	(7,209,007)	(7,449,544)	(7,698,727)	(7,956,166)	(8,222,089)	(8,496,749)	(8,780,385)	(9,125,980)
Materials & Contracts	-	(2,849,705)	(2,943,259)	(2,865,141)	(2,599,961)	(2,650,272)	(2,711,422)	(2,714,759)	(2,831,070)	(2,789,732)	(2,893,983)	(2,940,578)
Borrowing Costs	-	(420,955)	(425,627)	(403,058)	(389,133)	(374,634)	(357,602)	(342,248)	(326,662)	(307,847)	(288,758)	(269,818)
Bonds & Deposits Refunded	-	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	-	-	-	-	-	-
Other	-	(1,956,608)	(2,311,254)	(2,438,349)	(2,641,556)	(2,874,782)	(3,133,433)	(3,420,920)	(3,743,057)	(4,103,759)	(4,507,803)	(4,960,292)
<b>Net Cash provided (or used in) Operating Activities</b>	-	2,547,509	5,456,221	5,980,882	6,901,041	7,528,401	8,220,175	9,049,041	9,852,047	10,912,380	10,759,100	10,526,302
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(6,306,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	(50,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(6,356,710)	(4,461,011)	(5,272,254)	(5,818,075)	(5,939,312)	(5,801,869)	(6,096,194)	(5,814,964)	(5,864,634)	(5,882,006)	(6,557,511)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(515,268)	(598,879)	(478,622)	(495,898)	(513,876)	(534,546)	(553,656)	(573,142)	(596,036)	(619,368)	(642,708)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(4,324,468)	396,330	230,006	587,067	1,075,213	1,883,760	2,399,190	3,463,941	4,451,711	4,257,726	3,326,083
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	15,852,000	11,527,532	11,923,862	12,153,869	12,740,936	13,816,149	15,699,909	18,099,100	21,563,041	26,014,751	30,272,477
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,153,869</b>	<b>12,740,936</b>	<b>13,816,149</b>	<b>15,699,909</b>	<b>18,099,100</b>	<b>21,563,041</b>	<b>26,014,751</b>	<b>30,272,477</b>	<b>33,598,560</b>
Cash & Cash Equivalents - end of the year	15,852,000	11,527,532	11,923,862	12,153,869	12,740,936	13,816,149	15,699,909	18,099,100	21,563,041	26,014,751	30,272,477	33,598,560
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,153,869</b>	<b>12,740,936</b>	<b>13,816,149</b>	<b>15,699,909</b>	<b>18,099,100</b>	<b>21,563,041</b>	<b>26,014,751</b>	<b>30,272,477</b>	<b>33,598,560</b>
<b>Representing:</b>												
- External Restrictions	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000	9,818,000
- Internal Restrictions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
- Unrestricted	534,000	(3,790,468)	(3,394,138)	(3,164,131)	(2,577,064)	(1,501,851)	381,909	2,781,100	6,245,041	10,696,751	14,954,477	18,280,560
	<b>15,852,000</b>	<b>11,527,532</b>	<b>11,923,862</b>	<b>12,153,869</b>	<b>12,740,936</b>	<b>13,816,149</b>	<b>15,699,909</b>	<b>18,099,100</b>	<b>21,563,041</b>	<b>26,014,751</b>	<b>30,272,477</b>	<b>33,598,560</b>

Tenterfield Shire Council											
10 Year Financial Plan for the Years ending 30 June 2034											
FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND											
Scenario: SRV 10.5% for 7 years											
	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>New Note 13 Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-0.72%	3.96%	6.69%	10.00%	13.58%	16.47%	20.77%	19.78%	18.63%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	52.29%	54.03%	55.78%	57.54%	59.31%	61.06%	62.81%	62.94%	63.08%
Unrestricted Current Ratio	3.39	3.30	3.31	3.39	3.49	3.75	4.09	4.55	5.20	5.66	6.04
Debt Service Cover Ratio 1)	5.73	5.36	7.19	8.19	8.72	9.47	10.34	11.12	12.29	11.90	11.59
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.74%	3.67%	3.68%	3.68%	3.69%	3.69%	3.69%	3.69%	3.70%	3.69%	3.69%
Cash Expense Cover Ratio 1)	10.08	10.88	11.02	11.43	11.92	13.05	14.49	16.49	19.16	21.26	22.47
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>New Special Schedule 7 Ratios</b>											
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
<b>Old Note 13 Ratios (not incl. in new Note 13 or Special Schedule 7)</b>											
Debt Service Ratio (old Note 13)	6.80%	6.87%	5.64%	5.30%	4.98%	4.68%	4.38%	4.10%	3.83%	3.76%	3.69%
Rates & Annual Charges Coverage Ratio	39.82%	39.88%	42.44%	44.57%	46.71%	48.85%	51.00%	53.13%	55.25%	55.43%	55.60%
<b>Fit For The Future (FFTF) Ratios</b>											
Operating Performance Ratio 1)	-12.66%	-5.54%	-0.72%	3.96%	6.69%	10.00%	13.58%	16.47%	20.77%	19.78%	18.63%
Own Source Operating Revenue Ratio 1)	48.32%	51.11%	52.29%	54.03%	55.78%	57.54%	59.31%	61.06%	62.81%	62.94%	63.08%
Building & Infrastructure Asset Renewal Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Debt Service Ratio	5.57%	5.69%	4.70%	4.47%	4.24%	4.01%	3.80%	3.58%	3.38%	3.32%	3.26%
Real Operating Expenditure per Capita Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1) <b>different</b> Calculation to TCorp's calculation for same ratio											
<b>TCorp Ratios</b>											
Operating Performance Ratio 2)	-14.35%	-7.23%	-2.39%	2.34%	5.12%	8.48%	12.11%	15.06%	19.41%	18.42%	17.26%
Own Source Operating Revenue Ratio 2)	44.70%	43.62%	46.11%	48.12%	50.14%	52.16%	54.19%	56.20%	58.19%	58.37%	58.55%
Unrestricted Current Ratio	3.39	3.30	3.31	3.39	3.49	3.75	4.09	4.55	5.20	5.66	6.04
Debt Service Cover Ratio 2)	5.43	5.06	6.83	7.83	8.35	9.09	9.96	10.73	11.89	11.49	11.17
Capital Expenditure Ratio	0.83	0.68	0.82	0.91	0.95	0.94	1.01	0.99	1.06	1.09	1.22
Infrastructure Backlog Ratio	0.06	0.07	0.07	0.07	0.08	0.08	0.09	0.09	0.09	0.10	0.10
Asset Maintenance Ratio	0.54	0.56	0.61	0.65	0.60	0.55	0.51	0.53	0.57	0.00	0.00
Building & Infrastructure Renewals Ratio	76.32%	63.93%	75.18%	79.44%	83.55%	76.76%	84.68%	83.06%	86.82%	71.53%	80.78%
Cash Expense Cover Ratio 2)	11.91	11.22	11.51	11.93	12.30	13.43	14.88	16.84	19.61	21.61	22.86
Interest Cover Ratio	12.11	12.29	15.04	17.93	19.95	22.89	26.33	29.88	35.37	36.66	38.44
2) <b>different</b> Calculation to OLG's Note 13 & FFTF calculation for same ratio											